



DEPARTMENT OF THE NAVY
COMMANDER, U.S. FLEET CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6586
FORT GEORGE G. MEADE MARYLAND 20755-6586

5800
N03

From: Commander, U.S. Fleet Cyber Command/Commander, U.S. TENTH Fleet
To: CAPT Kristian P. Kearton, USN

Subj: INVESTIGATION INTO FACTS AND CIRCUMSTANCES SURROUNDING
ALLEGATION OF MISCONDUCT AGAINST THE COMMANDING OFFICER OF
NAVAL COMPUTER AND TELECOMMUNICATIONS STATION SICILY

Ref: (a) JAGINST 5800.7F, Chapter II
(b) R.C.M. 303, Manual for Courts-Martial

Encl: (1) Complaint NCTS Sicily Sailor dtd 13 Aug 18

1. Pursuant to references (a) and (b), you are hereby appointed to investigate the facts and circumstances regarding allegations of misconduct described in enclosure (1) against the commanding officer of Naval Computer and Telecommunications Station Sicily (NCTS), Commander Jesus M. Cordero to include possible violations of the joint ethics regulations, dereliction of duty, threatening reprisal, and creating a hostile working environment or poor command climate.
2. You are authorized to interview any relevant personnel and review any relevant records to conduct your investigation. If you suspect anyone subject to the Uniform Code of Military Justice (UCMJ) of criminal wrongdoing, you must advise them of their rights against self- incrimination under Article 31b, UCMJ, before questioning them.
3. Report your findings of fact, opinions, and recommendations in letter form no later than September 7, 2018, unless an extension of time is granted. If you have not previously done so, read chapter II of reference (a), section 0203.
4. Lieutenant Commander Breier W. Scheetz, JAGC, has been assigned to provide dedicated legal support during the course of your investigation and will be accompanying you to NCTS Sicily. He may be reached at breier.scheetz@navy.mil.

J. H. MILLS
Chief of Staff

Statement of ETCS (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed ETCS (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. ETCS (b) (6) USN provided information in substance as follows:

I have been in the Navy for 20 years. I've been a chief for 10 years. I am currently the I have been here at NCTS Sicily for 18 months. I was the Senior Enlisted Leader (SEL) under the previous Commanding Officer, CAPT Hocutt. Now the SEL is CMC (b) (6) I am currently the Operations LCPO.

The new CO came in January 2017. The first few months were very odd. He'd have second-class petty officers meet in his office. He was buddy-buddy with the blue-shirts. COMRELS took precedence.

The CO took people to the airport with him in the government vehicle on personal travel. ET2 (b) (6) was the duty driver who drove the CO to the airport in the government vehicle. On the way to the airport the CO had ET2 (b) (6) stop at BRICOMAN, an Italian version of Home Depot. There the CO bought paint with his own funds and had ET2 (b) (6) bring it back to the command. I saw the paint on the quarterdeck. Supply wouldn't let the paint, which is HAZMAT, stay in the supply loading dock so it was moved to the quarterdeck. He stated, "I saw twenty gallons of paint sitting in the quarterdeck and told ET2 (b) (6) to take it home."

Another area of concern was that the PAO Team (b) (6) drove to Palermo with the CO in the government vehicle for a Carabinieri Promotion Ceremony. (b) (6) had concerns with the CO traveling with junior enlisted sailors in the vehicle and the conversations that were taking place in the vehicle with and in the presence of the CO. At one point the CO apparently playfully covered his ears when something inappropriate was being said. The CO wore his uniform for the event in Palermo.

The CO also made another trip to BRICOMAN in the government vehicle with an Italian National, (b) (6) to buy drywall for the school COMREL.

The Base Public Affairs Office manages COMRELS. The base COMREL coordinator is (b) (6) (b) (6) an Italian national and base employee.

COMRELS were usually done during working hours, the majority during the work day. We must have had 10 COMRELS in 2 weeks. The old CO had COMRELS no more than once a week, typically twice a month. ET3 (b) (6) is the COMREL coordinator.

My biggest headache was when the CO, due to a lack of volunteers for COMRELS, ordered the department heads as follows: "You voluntell them or I will!" I addressed my concerns with the CMC and the CO. I am not aware if anyone was ordered to volunteer. I advised the CMC that this was highly inappropriate, but he stated to me that it was fine. Later at command quarters the CO changed his talking point to highly encourage volunteers. This is likely due to DHs not following this order.

The school the command does the COMREL at is about an hour away. There have been other projects. The CO, XO, and LT (b) (6) met with the Mayor of Gela. I saw them leave in their Whites contrary to regulations. Uniforms are limited to the three local bases. Outside of the triangle you have to wear civilian clothes. This is Sixth Fleet policy. I witnessed the CO and LT Fall driving in the CO's sedan to Gela, to a political dinner with the Mayor of Gela and his staff. The CO brags about it. There have been protestors at the transmitter location in Gela, this may have been an effort to improve relations. There was also a meeting with the Mayor of Niscemi.

Concerning the MAP program, the CO made inappropriate comments to ET3 (b) (6) that she was going to be MAPPED. The CO told her, "You should submit a package." ET3 (b) (6) only scored 38 points on the test. The MAP board selected someone else, YN2 (b) (6) who was subsequently fired as CO Secretary (don't think it was related).

There is no white space on the CO's calendar. Last month at the brownbag I told CDR Cordero that he needs more white space on his calendar and needs to complete his correspondence faster.

Concerning the Fall Protection Program, we don't have a program. LT (b) (6) is responsible for the program. We haven't had a program in forever. ET1 (b) (6) (Fall Protection Manager) transferred, because the instruction is not signed the duties can't be performed. ETC (b) (6) is presently at the school. We have local Italian nationals who perform antenna maintenance. They haven't climbed since 2006. Maintenance can't be done without climbing. No maintenance is being done. There was an assessment last year, there is significant wear and tear. The Fall Protection Program has not been approved. I worked on the Fall Protection Program instruction. When I handed it into the CO he said the program was a top priority and that he wanted a full rewrite. I did it in three hours. After I did the rewrite the instruction sat on his desk from January to June. I would check daily, then once a week, to see if the instruction was approved. The lack of a Fall Protection Program was affecting the towers. The command has problems with antennas, because of a lack of maintenance. Roughly half are at vertical storage – meaning they don't work. The mission hasn't been affected yet. SPAWAR did get a contract to have the LF antenna painted. The LF antenna was repainted by NIF contractors.

The CO began handing out Spot NAM awards in February 2018. When the CO got here he was handing out NAMs like cookies. The chain of command was not consulted and we would have to go back and sign the paperwork after the fact. 12 spot NAMs were handed out in January. The running joke among the CPO Mess was that the CO was "buttering up" for the DEOCS survey.

CDR Cordero has made derogatory remarks about the previous CO. He's said that he "doesn't want to hear his name again," that "I don't know what the fuck CAPT Hocutt was doing here." This came up when we were discussing a policy question with the CO and the department heads. We were describing a current policy that CAPT Hocutt had established, "This is the policy sir." The CO responded, "I don't give a fuck how CAPT Hocutt did it, do it this way." (b) (6) the N1 in the Admin Department, was ordered not to say the name of the previous CO.

CDR Cordero didn't do his FITREP, it was submitted a week late and he had others write his FITREP bullets. Officers and Chiefs had to submit bullets. CDR Cordero was late on

Statement of (b) (6) USN

submitting his FITREP, he berated (b) (6) for not reminding him. Per CMC the CO was considering Dismissing for Cause (b) (6). An e-mail came out saying input was needed for his O-5 FITREP. This was sent from (b) (6) to the Department Heads and XO. Others who received this or know about it would be (b) (6) the N5, and (b) (6) the recently fired CO's Secretary.

CDR Cordero berated a watchstander, (b) (6) and (b) (6) in front of his chief on the watch floor. The CO said, "This is bullshit", discussing a higher level outage. This was on a Friday. In January/Feb 2018 there was a security violation, Top Secret, passwords were on SIPRNet. The CO fired the first class before the investigation was undertaken. There was a command investigation by LSC (b) (6).

The CO is a previous YN1, now he's an 1820. He should know more about operations that he does. The CO for the longest time thought NCTS Sicily owned NRTF Grenevic, I'm not sure he really knew where it was until recently... Talk to LT (b) (6) the operations officer, I'm sure he can tell you more.. The CO brags that he only sleeps 3 hours a night. I feel that this may be affecting his cognitive responses.

Last Friday the CO was berating IT1 (b) (6) from the N8 and two civilians in the parking lot, the CO was upset about a JWICS outage unrelated to ONE-NET which N8 is responsible for. The source of the outage didn't have anything to do with JWICS.

I have daily interactions with the CO. I've tried working with him. I'm not in trouble, there have been no adverse actions against me and there are no investigations against me.

He just finished an investigation into (b) (6) which I think was reprisal. I am the mentor of (b) (6). The allegation was inappropriate relations with a reserve officer. A week prior to this, (b) (6) came to me and said he felt LT (b) (6) was hiding equipment outages from the CO, which he was. (b) (6) mentioned that to LT (b) (6) and LT (b) (6) told him to stay in his lane. (b) (6) (b) (6) said the OPS brief is incorrect; he went to the acting-XO, LT (b) (6) as the XO was on leave. LT (b) (6) said he'd talk to the CO about the issue. Next week there was an anonymous complaint against (b) (6) (b) (6) Who knew about (b) (6) allegations? Probably everybody, (b) (6) is the type to let everybody know. LT (b) (6) knew of the outage and didn't want to report it.

Concerning the inexperience of the Triad, everyone is brand new in their positions. The CMC was an MA—this is his first CMC assignment, the XO is a METOC officer, though he is learning operations. The CO is an IP officer but was never an XO and has never been to a NCTAMS or NCTS to my knowledge. LT (b) (6) and I basically run the command, make sure it stays afloat.

I was put into the N3 Operations Department by the XO to assist LT (b) (6) because there were concerns about the Operations Department. This had me taking the place of ITC (b) (6) as Department LCPO. Within a week I realized that LT (b) (6) was not the problem, the problem was the CO. The CO would blame LT (b) (6) with remarks like, "It was LT (b) (6) fault I was not aware of the necessary information." The command feels the CO doesn't care about

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operations. I have specifically told him this, and his response was to tell the entire command at quarters that he thinks operations are the number one priority. The CO couldn't email with SIPRNET due to not having an account. LT (b) (6) was sending e-mails on behalf of the CO. I don't know why the CO didn't have SIPRNET. He eventually got a SIPRNET account. Other CO's in the Administrative and Operational COC have asked LT (b) (6) why they can't find the CO in the global.

CDR Cordero gave his SIPRNET token and PIN to IT1 (b) (6) the ISSM, to login for him to prevent his account from being deleted.

The CO often skips the Monday morning OPS brief and the Wednesday Department Head meeting. The Monday morning brief is intended for the CO. I've had to remind the CO about events and notes for upcoming VTCs.

LT (b) (6) is getting better and standing up for himself. The CO has said to LT (b) (6), "You're OPS. You're responsible for everything!"

The NCTS PAO Team (E-5 or below) had direct access to the CO. It got to the point where we were getting calls from the CMC about letting people go. (b) (6) had direct access to the CO. The perception is that he had direct access to the CO.

The CO won't let departments run themselves. Complaints came into the CO regarding going from four watch sections to three watch sections. The command received complaints from sailor's spouses about the additional time commitments of watch standers. This was because of the firing of the JFTOC, it caused three duty sections until the individual was requalified. We might have been able to keep four sections if we'd used a previously qualified JFTOC. The JFTOC requalification was fast-tracked. I was still in N5 at that point.

Concerning the urinalysis program, there was an investigation into it. There was a drug pop that had issues at the administration separations board; the member was retained. The CO fired the whole UPC team, including (b) (6) the UPC. The XO may have done the actual firing. I also heard from (b) (6) that CDR Cordero made inappropriate remarks to her regarding her pregnancy.

The CO's demeanor? High-energy. He needs more white space in his calendar. He's recently started bi-weekly training. I recommend you talk to (b) (6) he's been here forever.

I think the CO is trying; he just doesn't get it. He does training twice a week. I don't feel it has improved his knowledge. The XO has an administrative role and is not involved in operations.

The CO's office is an unclassified office, there are not supposed to be classified conversations in his office. Code words were used to report outages via NIPR phone. Code words were not always used.

Last Friday at the Full Speed Ahead Training the CO talked during every question. He ranted about loyalty, talking about "loyalty to superiors" and complaining about "frivolous complaints"

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being made. I thought he was talking about events of the week before. I was not present for the command CMEO debrief.

Last Friday the CO was yelling at IT1 (b) (6) and two contractors. The morale here has taken a nose dive.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

10 Sep 18
Date

Statement of LCDR (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed LCDR (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. LCDR (b) (6) USN provided information in substance as follows:

I am the XO of NCTS Sicily. I have been at the command for 8 months. I have been in the Navy for 14 years. I am a METOC officer; I was cross-detailed here. Although assigned outside of my community of expertise, I am learning more every day. CAPT Hocutt was the CO when I reported.

The morale of the command is very good. The results of our recent DEOCS survey indicated that 80-85% seemed satisfied.

Concerning the recent preliminary investigation, it was based on an anonymous note received in the CO's suggestion box. The complaint concerned conduct and the treatment of personnel. A second class petty officer, (b) (6) was disrespectful to multiple members of his department and made sexual overtures to a reservist outside of the command. The outcome is we are considering a NPLOC or counseling for the sailor addressing the findings of the investigation. The sailor was removed as supervisor. There will be a departmental stand downs. I thought that the investigator did a good and thorough job. There have been no other complaints.

We have a monthly tenant command meeting with the NASSIG Commanding Officer. Our command maintains a strong relationship with the NASSIG community relations office. We've adopted a school in Catania as part of our community relations program. We also were part of the 75th Anniversary ceremony at Ponte Dirillo, a remembrance ceremony NCTS Sicily has been associated with for over 20 years to the best of my knowledge due to the proximity of NRTF Niscemi being located about 15km away from the memorial site.

The NASSIG COMREL coordinator is (b) (6) I believe to the best of my knowledge there is a EUCOM and/or C6F instruction concerning uniform waivers in the AOR which includes uniform waivers for COMRELS.

For the trip to Ponte Dirillo we had a government procured bus from NAVFAC PWD; people attended in uniform. There were other base vehicles to transport individuals to the best of my knowledge and to the best of my knowledge, we had a uniform waiver allowing attendance at the ceremony in uniform. Vice Admiral Franchetti attended in uniform.

Concerning other uses of government vehicles; we've had government vehicles (trucks) bring out supplies to our command COMRELS when required. We've had to ask for volunteers for COMRELS if short on personnel. Our attendance goal is usually about 10 personnel depending on the event. Our command community-service COMREL efforts have focused on a school in Catania.

We are trying to get the name of the command out in the community. To the best of my knowledge, CDR Cordero stated that in his meeting with VADM Gilday prior assuming command of NCTS Sicily that VADM Gilday expressed his concern about the public perception

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of NCTS Sicily due to the no-MUOS movement protesting our presence at NTF Niscemi and the affect its been having on our mission there. In order to combat the public perception, the command continued to conduct Theater Security Cooperation (TSC) events (i.e. COMRELS). Has these COMRELS had an operational impact? Operationally we meet all requirements of all watches while adhering to COMREL commitments. For one month we had to do three COMRELS at the school due to a project painting classrooms taking longer than originally anticipated.

I'm not aware of threats or the CO berating people. There was an influx of awards, spot NAMS, when the CO first arrived to recognize deserving individuals. We've fine-tuned the awards process to ensure that spot NAMS are now awarded with consultation from the chain of command. There were concerns at the time regarding this, including the impression of favoritism. Guidance since then has clarified matters. One point is that the spot NAMS were for specific achievements, not general performance.

Is there an open-door policy with the CO for sailors? We follow the chain of command; I am aware of one sailor per the CO trying to jump the chain of command and talk to the CO directly and he was turned away.

Concerning the previous CO's Secretary, (b) (6) she resigned because her husband got a new job, she has PCS'd.

I think the CO has adequate knowledge. His leadership style is engaging. He has established weekly brown-bag sessions to receive input. He is an extrovert personality. I am not aware of him berating anyone. There has been a hand full of "decent outbursts" swearing by the CO; when the CO swore it was in the presence of OPS leadership or the Triad. When he gets angry he can direct swearing at personnel.

Concerning (b) (6) she was never fired or removed from her duties. The OPS Department is billeted for an E-7 and an E-8. We moved (b) (6) into the OPS shop to fill the E8 gap and because (b) (6) is pregnant and going on maternity leave which would have left the department with no CPO presence. She was separately counseled regarding the UPC program. (b) (6) was the Command UPC. There were problems in the program; (b) (6) and her assistants were removed and new people are being assigned to take over. There was a drug pop and a command investigation that prompted these findings. (b) (6) from RLSO Sigonella, identified issues with the program.

The JFTOC lost her qualification for two weeks. The watch bill collapsed to three sections, it went back to four when she was requalified. There were concerns raised regarding the three section watch bill; we held a spouse town hall and provided answers to the OMBUDSMAN and spouses. This happened shortly after the CO checked in.

There is a great relationship between the Triad and the Ombudsman.

There have been Classified conversations at the SECRET level in the CO's office with the building considered to be a restricted access facility. Classified conversations stopped after

(b) (6) raised concerns of several security issues and to be more prudent to cease these actions. The building was decertified as Open Storage Secret back in Fall 2017 but to the best of my knowledge remained a restricted access facility. The CO got his SIPR account a couple of weeks after his arrival. I think JPAS issues delayed his access.

Command input was solicited for the CO's FITREP. The CO's FITREP input was late. I provided guidance from the CO concerning the input. I did not witness any outbursts from the CO concerning his late FITREP input. No one was fired. I sent an e-mail to the department heads giving guidance on the input for the CO's FITREP.

I'm aware of Navy HAZMAT instructions. Paint purchased by CDR Cordero off base was stored at the command. It's not a normal thing. Paint was stored in the supply shop. No one brought it up as an issue. I can't recall how it was removed. The CO purchased the paint with his own funds. The duty vehicle was used for moving things to the COMREL. I'm only aware to the best of my knowledge of one or two times that the duty vehicle took the paint to the school. We use government vehicles for COMRELS.

The CO has been awarded several local community service awards. He's received them on behalf of the command. We're looking to get a display case for them. To the best of my knowledge some of the awards mention his name, others mention NCTS Sicily, and some mention both.

I'm not aware of any food being served at the Ponte Dirillo ceremonies. There was food (appetizers) served at a reception afterwards. The CO was involved in a planning meeting in the City of Gela with the Mayor.

For the command MAP program, the selectees were made based on the highest scores with inputs from all department heads on the scoring sheet. We've received no complaints about the program. Concerning the Fall Protection Program, there have been several re-writes with feedback provided from the CO for those re-writes. We're sending people to schools required by the program. The state of the programs was one of the hits from the No Notice IG inspection in December to the best of my knowledge.

The CO has training with the JFTOC watches once per week.

I would assess the CO's swearing as a little to normal. He's admitted that he's working on to reduce the amount he swears.

Concerning the CO's remarks about CAPT Hocutt; I remember the substance of the conversation as things are done this way now, but that was the old leadership; this is the new way. I've never witnessed the CO berate sailors.

The CO's greatest strength is his concern about the command.

Concerning instruction updates, the wait for the CO to sign off on them is usually days to weeks depending on the length of the instruction and how much editing it requires. In May, the CO

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went on emergency leave for the death of his grandfather. This caused delay in the review of several instructions. The CO is generally compliant with instructions to the best of my knowledge. He always stresses doing things by the book. There are currently six instructions on his desk awaiting review. Special request chits are to be done in six business days or less. Initially when we arrived, there was an issue about delayed responses, but after corrective guidance I haven't heard any complaints.

The CO has a separate mailbox that deals with personnel issues. He makes sure items in this box are done first.

I don't have any concerns about the CO or with his leadership.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

10 SEP 18

Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I am the Command Master Chief for NCTS Sicily. I arrived at NCTS Sicily on November 2, 2017. I reported under the previous CO. I have been in the Navy for 24 years. I became a CMC this year. Before my arrival (b) (6) was the Senior Enlisted Leader. The old CO changed his billet to a CMCS billet.

I think some people at the command have difficulty adjusting to the new CO and a new triad who wants them to do everything possible to make the command better. There's a "Va bene" attitude when it comes to fixing broke things around the command. Morale here is the highest I have ever seen in my 24 years of service at any command.

The old CO (CAPT Hocutt) didn't engage with host nation locals in the community. CDR Cordero has worked at this while in command; he has spoken about what we can accomplish if we work with them. He's engaged with mayors from different towns.

We have a new building scheduled for 2023. We need to take care of our current building and keep it up to date; it's our home for five years if not longer. We need to deal with issues now. We're working on the equipment and we encourage our Sailors to fix broken items not just let them stay broken.

Concerning the command climate survey, we had 72% participation. There was minimum negative stuff; there are one or two individuals at every command who always complain.

Concerning the Triad, everything is together. If there are legal issues, we contact legal.

I was a Master of Arms before becoming a CMC. I received no training about the information warfare community.

When the CO arrived spot awards were given out; we saw people doing great things being awarded. The CO gave out the initial awards; it was discussed in the Triad. For the second round of awards things were vetted by the Chief's Mess.

The CO has said that he was told by, FCC Commander VADM Gilday, to improve relations with host nation locals because we have No MUOS protestors. It's notable that a Mayor elected on a No-MUOS platform attended the ceremony at Ponte Dirillo.

(b) (6) is in charge of COMREL projects. No command funds were spent for the Command COMREL. The CO paid for much of the supplies out of his own pocket. There is no command or base COMREL instruction. There is a Navy COMREL instruction. To my knowledge we have followed all instructions.

I never went out to the school. The duty driver in the duty vehicle stopped at Bricoman (a local hardware store) with the CO and myself, when going to the airport on our way to for official travel to Germany to see DISA Europe. The CO bought paint, a large ladder, and other supplies with his own money. The paint and other supplies were for the command sponsored COMREL. As far as I know the paint was put back at the command. It was transported to the school the next day.

I would estimate the frequency of COMRELs as one command sponsored COMREL a month. One month we did two. COMRELs are listed on the command calendar. The first class petty officer association coordinates their own COMRELs in addition to the command COMRELs.

I have no operational concern with the command COMRELs. Only people with no operational commitment attend. I never heard the CO say "if you don't voluntell them I will." The COMRELs are done during the week because the Italians shut the school on weekends. I never heard the CO or XO direct volunteers.

For COMREL engagement, sometimes a mayor would come here, sometimes there would be meetings off-base. Uniforms were worn off base; there's a waiver process for being able to wear uniforms off base. You can get permission; it came up with woman's day. It goes through the base Anti-Terrorism Officer (ATO) then to 6th Fleet for approval. In February/March there was Woman's day; they wanted us out off-base in uniform. (b) (6) the base COMREL coordinator, went through the base ATO for authorization. There is a record of authorization.

Command morale is pretty high. Highest morale I have seen in 24 years.

I have heard people in the Triad swear, including the CO. After the VTC for the Friday CUB the CO got mad and said, "he was set up for failure" XO, myself, OPS, (b) (6) and (b) (6) were present. We had an outage; OPS was saying it's not us. They said NCTS was not responsible; that others commands were. The CO swore but it was in general terms it wasn't towards anyone.

(b) (6) was brought into OPS, because (b) (6) is pregnant and will soon be going on maternity leave. (b) (6) has not been negatively counseled. There has been no counseling.

The XO asked for the CO's FITREP inputs from each department. Which I have seen the standard from every command I have been to.

I have no concerns of fraternization or improper association between the CO and junior personnel. The policy is that if you have business you talk to the chain of command. There were issues with the last CO of first classes coming in. The current CO, CDR Cordero, has had brown bags with just himself and a particular rank group; for example, the CO and E-4s and below, E5-6, E-7, etc.

On Monday mornings there is an OPS brief, the CO goes pretty regularly. The XO or myself takes the CO to the brief.

The CO's Secretary goes over the CO's schedule with him the day before. (b) (6) the previous CO's Secretary, was not fired. She was transferring. (b) (6) is the current CO's secretary. The CO's Secretary is under (b) (6) the Admin officer.

Have there been any firings or anyone relieved of duty? No one has been fired. There have been some people moved from positions but I wouldn't characterize that as firing. (b) (6) was removed as the Command UPC because processes were not properly followed and legal made a recommendation that we make changes with a fresh UPC team.

On Friday we took (b) (6) the N-9 LCPO, and put him in the N6, in charge of the EP shop. EP shop needed a ET Chief to guide them in the technical aspect of leadership.

There was a concern in the CO's suggestion box concerning (b) (6). (b) (6) was a work group supervisor in the N6 which was a made up position. The concern is that (b) (6) didn't talk well with others. An investigation was done. He was removed from his made up position. The position no longer exists.

I have seen the CO speaking sternly with respect to the SIPR outage. Everyone uses SIPR for transmittal. The outage was reported to DISA. No disciplinary action was taken.

One sailor had their JFTOC qualification removed because she didn't follow proper protocol and called other commands outside the Chain Of Command. I learned this from the Operations Officer who took her qualification. The Operations Officer made the decision to go 3 Watch Sections because this JFTOC watchstander's qualification was removed.

I don't use SIPRNet; I go back for briefs. I don't have a token. We do 3M Spot Checks.

There is a HAZMAT locker in Supply. I have not done a 3M check for HAZMAT. Chief (b) (6) is the POC for that.

Do I have any concerns? Regarding coordination of Sailor of the Year and the ranking process, the Sailor of the Year was ranked the #9 MP. Changes were made based off IG recommendations

I have no knowledge of anyone logging in with the CO's SIPRNet token. That would be a violation I would advise not to do it. I haven't discussed Secret material in the CO's office. There was an occasion when it was said that we need to go to a classified space to discuss something. The CO's office is not a classified space. The CO's office used to have SIPRNet but the doors were not compliant so the network drop was removed.

I have never heard the CO threaten anybody. The CO is really smart; he likes to read. CDR Cordero is one of the Best CO's I have ever worked for. He takes being a CO very seriously. I have no concerns regarding the Triad. I had some concerns with the LPOs that we have but the right First Classes have been put in place.

Statement of (b) (6) USN

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

145 Sept 18
Date

Statement of Mr. (b) (6)

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) provided information in substance as follows:

I am the Technical Director/Plans Project Head at NCTS Sicily. I have been stationed here several times. The first was in 1983 as an ET3. I retired here as CWO4 in 2011 and went back to the states. I returned in July of 2012 as a GS Employee.

I would assess the command climate as now positive. In any change of command there is a re-learning process. There is a break-in time, a learning period. CAPT Hocutt left in January. The previous XO left in November. The new XO arrived with no turnover in December. The CO arrived in January. There was a longer period of learning. There was a dip in morale.

I think things are working in a positive direction. The CO is taking more interest in the mission of the command.

In the beginning when CDR Cordero arrived as CO, he gave out awards like candy for no reason. There were 4-5 NAMS given out in one month, as impact awards.

The awards board meets periodically, the board members were asking questions about was this based on impacts or something extra? The XO sits on the awards board. I recommended why not a command coin and a letter of recognition- things seem to have calmed down and are now back to where they should be.

There has been a change in the COMREL program with the new CO to increase COMRELs. Before they were once a quarter or every other month. After CDR Cordero took charge the emphasis became more of a priority than in the past- COMRELs have happened as much as once a week. During a Dept. Head meeting the CMC had said if we don't get enough people to volunteer than they would be voluntold. I believe this came from the CO. The greatest frequency of COMRELs was from February/March until July, when focus shifted to the commemoration of the 75th anniversary of Operation Husky, a coordinated effort with the town of Gela. The impression was created that community relations were taking precedence over the mission.

NCTS has done the commemoration every year in the city of Gela. There was a big push to get that coordinated without a hitch. There was a meeting in Gela that the CO attended on 1 June 2018. The CO coordinated a P-8 flyover. Coordination was also with the embassy, locals- this was a large international event and well received. The mayor went to the ceremony; this event helped cultivate that friendship. Now that the commemoration concluded, it seems more emphasis is put on the mission.

The CO told us that "The Admiral [VADM Gilday] said he wants you to win the hearts and minds of the Italians out there." In my estimate he was successful. Efforts continue, CDR Cordero is currently trying to work lunch with the Mayor of Niscemi.

Statement of Mr. (b) (6)

I don't think operations suffered in the first few months of COMRELS. There was no operational impact. I didn't do the school COMRELS, but I helped plan the commemoration of Operation Husky. VADM Franchetti rode in the van with the CO as well as the CO of the base, CAPT Trickle. I didn't attend the 75th anniversary of Operation Husky ceremony in Gela.

I have no recollection of the use of duty vehicles for COMRELS.

Have I heard the CO swearing or berating anyone? On one occasion I heard CDR Cordero swear at (b) (6) the ISSM. A CPT came to visit. People thought they would just inspect us. The last day here the CPT went to talk to the base N6, they wanted to check the base's systems. The base CO called CDR Cordero. After that I heard CDR Cordero swearing at (b) (6). In addition to the profanity, he told the PO that he wanted the CPT and their LT back in his office right away. This got back to Commander Navy Region Europe Southwest Asia and Africa, Naples, OPNAV and 10th Fleet. It's the only time I heard the CO spin up and cuss somebody out. That same morning before the event with (b) (6) I forwarded a brief for an upcoming install to the CO for his SA. He started saying how jacked up things are. The CO is a stickler for how things are set up. Usually when he is nitpicking something is bothering him. He was angry about the CPT going to the other part of the base. He made stern comments to the LT running the CPT.

Concerning MAP policy, I sat on the board for that as a Department Head. Did I receive any complaints from personnel? No complaints whatsoever. It's based on performance not how we see that person. There has been no coercion or forcing from the CO. I never heard anything about the CO suggesting a sailor to put their name in or suggesting they'd be selected. I think it would be foolish for the CO to make that comment to somebody.

Do we have a Fall Protection program? We have one, (b) (6) is the POC. The instruction should be signed by now. I know it went back for several revisions. (b) (6) is the one that ordered the equipment for the command.

Antenna maintenance "died on the vine." In 2016, the lead antenna technician was paralyzed and later was medically retired. I'm not sure if there is a lead now, (b) (6) one of the three remaining antenna mechanics, may be the lead. I don't know how much work is getting done. In the past during unusually high NO MUOS protester activity it was a problem getting people out for maintenance. The transmitter site was limited on the number of personnel that could come out and limited on what they could do. Italians are conducting all the LF and HF antenna maintenance. The LF antenna has been painted by outside contractors, the HF antennas have not. NAVIFOR and the HFGCS PM are updating a contract for antenna maintenance. 18 of 41 antennas are operational with no impact to operations because the most of the antennas are dual mode. The Air Force is the primary user of these. I do think that there could be better U.S. supervision of antenna maintenance. Sailors that work out there could be helping the antenna mechanics.

Have I witnessed excessive firings? I wouldn't call it excessive, the moving of personnel were called for. The N3 Department had problems with watch standers. Their chief, (b) (6) (months ago) was in charge of the urinalysis program- things weren't going so well. They

Statement of Mr. (b) (6)

brought in (b) (6) and put him in charge of N3. The first instance was the problem with the watch standers, then the UPC program came up; (b) (6) was removed because of that. For instance, the watch standers were keeping TS passwords on the SIPRNet. There was the impression of no adult supervision- she was in charge of both of those, the common denominator, most logical.

Department Heads were directed to submit FITREP bullets for the CO via the Chain of Command.

I have heard the current CO talk negatively about the past CO. He was at a Department Head meeting and got irritated about something that CAPT Hocutt had done. He was like, I'm here, I don't want it to be about CAPT Hocutt or how it was done before. Not sure why this CO feels necessary to talk badly about CAPT Hocutt. He had a very successful tour.

I haven't heard of any other firings or dismissals. Haven't seen anyone other than the Chief get fired. The CO tells everyone that they do a good job; he's supportive. The CO is very upbeat, very motivated. He will tell people they are doing a "fantastic" job.

I have no knowledge of the CO giving his SIPRNet token to another person to log-in for him.

The majority of the time CDR Cordero is at the Monday CO's brief. The timeliness of the CO is in line with what I've experience from other CO's, mostly in line with what I've seen. CDR Cordero likes to talk; if he gets in a subject with people it can hold him up.

Sometimes you can get the impression that the CO's not here. One day he was out because he had to be at his apartment and wait for a technician to arrive to fix his AC unit. I understand that the CO frequently attends PT.

The CO/XO see me on a daily basis. I'm satisfied with how the Triad is functioning. The CMC doesn't know comms because he came from the Security community. The XO is a METOC officer with a steep C4I learning curve. CDR Cordero was with 7th Fleet, he is knowledgeable. It's not as difficult to sit down and talk to him as it first was.

When you talk to CDR Cordero, you have to tell him the same information a couple times over. I have even had him write things down, but later it's like we didn't have the conversation. He has a lot going on in his mind. I feel he doesn't have to make as many snap decisions as he does.

He's improving. He's looking for a little more advice and counsel. Now that the 75th Anniversary is done he can focus more on OPS and the Command.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

Statement of Mr. (b) (6)

(b) (6)

12 SEP 2018
Date

Statement of LCDR (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed LCDR (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. LCDR (b) (6) USN provided information in substance as follows:

My name is LCDR (b) (6) USN. I am the Operations Officer at NCTS Sicily. I have been in the Navy for 19 years. I am prior enlisted. I commissioned on February 12, 2010. Before that I was an IT. I arrived at NCTS Sicily on February 20, 2017.

My primary duty is as Operations Officer. Originally I was the OPS and LNSC Director.

I would describe the command climate as somewhat in disarray. We just had a command climate survey, the focus groups were surprising to me. Favoritism from the CO towards E-4s was an issue. (b) (6) has had meetings with the CO/XO. (b) (6) was PAO for the command; taken out of his department to support PAO functions.

There are decisions made that effect my Department that I'm not consulted on. For example, removal of ITC from OPS, accelerated re-qualification of a JTFOC, and an ETCS becoming my LCPO. Additionally, a decision was made by the CO last month to reorganize the command structure. It seemed the direction was to put everything in the N6. This raised several concerns about the SMRD and the command function as a whole. After lots of discussion at that meeting it was not brought up again.

We do a lot of COMREL events. This bothers a lot of Department Heads and Chiefs. Not that we're doing them, but that they conflict with operational responsibilities. For example, the week NAVIFOR was inspecting our CRTT and we had two COMRELs. At other commands the CRTT inspection is an all hands event and we don't ask to pull personnel from the OPS watch floor to support a COMREL. What is the priority? The watch floor was being evaluated and command was pushing COMRELs. We didn't mention this to the CO because he wouldn't listen anyway.

There was a major outage on a system- next day the CO went to the 10th Fleet CUB. The MOC Director mentioned that it had been a bad week, let's do better. Naples was briefing. After the CUB, CDR Cordero flamed everyone, this included shouting and swearing. He said: "I'm fucking embarrassed! I want a fucking brief! How did this fucking happen?" The CO was not listening. It was an equipment problem, a maintenance problem and he still blames OPS.

This situation aggravated me, I don't think we were attacked by 10th Fleet MOC Director. Nor do I think the CO of Naples was saying something to get us in trouble. However, if CDR Cordero has a problem with CAPT Corey, NCTS Naples, he should call him and not yell at me. I drafted an e-mail to CAPT Corey from CDR Cordero that he never sent.

Recently we had a CPT visit, the CO had a big blow-up.

I don't feel the CO has an understanding of operations. I have nine events a week with him. I have to create pages of notes, bold and highlighted. CDR Cordero needs to have someone at the

VTC with him. I don't think it's do to lack of innate understanding; I think his schedule is too much. We do training for him; we get the same questions over and over; it's like he doesn't remember what was said before.

I haven't been asked to write CDR Cordero's Fitness Report or submit bullets.

I have not been involved in COMRELS. As OPS I think the job comes first. If there are wardroom events during the workday I won't go. We were having quite a few COMRELS, after grumbles he's simmered them down.

I'm responsible for the TSCOMM. The watches collapsed from four to three duty sections. One JTFOC watch stander was required to requalify. (b) (6) This was because of an electronic spillage and not following proper procedures. (b) (6) who is no longer here, was on her SIPRNET terminal, but was writing TS passwords on a SIPRNET system. It was reported. The ISSM, (b) (6) recommended submitting a spillage action form contacting NCTS Naples. (b) (6) was on the next watch after the spillage was reported. The CO removed her qualification (b) (6) I supported that decision.

For her potential re-qualification, we (b) (6) and myself) intended the JTFOC to go through the entire PQS qualification again. We saw this as a chance to make sure she had learned the proper information; we wanted to take her through the whole process again. My office is next to the CO's office. This sailor walked in and says, "CO told me to schedule a re-qualification board." I was not consulted on the re-qualification. At the re-qualification board she answered all the questions; I thought she did really well. I asked her tough questions. After the board my recommendation was to requalify her. I have not been told to re-qualify anyone else. Was the re-qualification process properly followed? Yes, and no. Yes, she passed the JTFOC board. No, it was done too quickly she never completed her PQS re-qualification. The sailor has made mistakes since. Specifically, it was a Non-reportable EKMS practice dangerous to security.

Losing her qualification caused the watch floors to collapse to three sections. Was collapsing the watch sections a recommendation you made to the CO? Yes, it was. We discussed it, the CO and I. As a group we made that decision.

Was (b) (6) fired from N-3? Not an official formal firing, but she was unofficially fired because OPS now has (b) (6) Her removal as the LCPO was not discussed with me before-hand. The Triad said you're going to have a Senior Chief. We had some personnel problems in the department. I think in their minds (the Triad) they think the problem is ITC and myself. It was June/July and they were already talking about my replacement months before my PCS.

Have you ever felt threatened by the CO? Me, no. Anybody else? Some people were concerned with the CO saying the words "or else" to them, as in fix this or else. I did not personally feel threatened. However, (b) (6) came to me later and said she felt threatened by the "or else" comment. After an outage the CO wanted a brief as to why we had the outage. He went on leave; when he came back he didn't want to listen to the brief. He had already decided what the problem was and would not listen.

The current CO/XO arrived within a month of each other; OPS Department has borne the burden of the CO/XO arriving so close to each other and with gapped XO billet.

Every Tuesday we do training for the CO to try and improve his operational knowledge. He's receptive, but he doesn't seem to understand even simple systems like, Combat Survivor/Evader Locator (CSEL). You couldn't get a simpler system.

Were there equipment outages not reported to the CO? There were some issues in the N6, in particular DAMA radios were down for several weeks and not reported to the CO because they were afraid to report it. ETCS as my OPS LCPO was aggravated that the CO was not aware of this. The items were briefed as green, but were down. This was around the end of July. Changes were made to the brief. I think people are more aware of things going on now. I think the CO gets things a lot more now.

I do not normally see the CO on SIPRNET. I have had to write responses for him before. At some point the CO's SIPR account was deactivated. CAPT Corey from Naples was upset that e-mails to CDR Cordero were getting returned. He called me and asked if the CO had a SIPR account. This was roughly in the May time frame. He checks SIPR on Thursday now- it's put on his calendar.

Has the CO having SIPR improved his communication? Not really.

I have had Secret conversations in the CO's office. Watch standers don't communicate with him on the phone. The CO never ordered us to say classified information on an unclassified line.

In terms of government vehicles, the CO went with three sailors in a government vehicle to a promotion ceremony for the Carabinieri in Palermo. Palermo is on the other side of the island. I don't know what business the CO of NCTS has there.

Do I like my job? I am not satisfied. I don't believe CDR Cordero is an effective leader.

What could the CO improve? The brown bags are one improvement. The CO needs to decompact his schedule; I think he has a lot of meetings. He needs to listen to people. I don't think he listens very well. In the meetings that occur with him, because of his lack of listening and understanding, I feel like I'm wasting my day.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

13SEP18

Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I am the N1 Department Head at NCTS Sicily. I have been in the Navy for twenty years. I've been a Chief for three years. I reported to NCTS Sicily two years ago.

I would describe the command climate as intense.

The morale for E-6 and above is low. The morale for E-5 and below is pretty high.

When CDR Cordero took over the command, instead of having a meeting with the Officers and Chiefs to get an assessment of the command, he started holding brown bags session starting with the E5 & below. The CO took immediate actions on concerns that were voiced during those brown bag sessions, without coming to the leaders (Officers/Chiefs) to see if we were working on solutions or if the concerns were valid, we were never consulted, just directed to do. The junior enlisted felt they weren't getting awards; so the CO started giving out spot-NAMS, for everything. The department heads and chiefs weren't involved. For example, I had just counselled (b) (6) about her poor job performance; two days later she got a spot-NAM. It wasn't for her job, but for cakes that she baked for reenlistments. The citation that was submitted for the NAM after-the-fact based on baking cakes, then (b) (6) was ordered to change the write up to refer to her excellent job. There were several complaints about this, which were voice on the command survey. I didn't agree with the write-up. The CO pushed back at me asking whether I had given her written counseling. I had only orally counseled the sailor several times, with (b) (6) as a witness each time. Where do I need written counseling to raise concerns about the suitability of an award? Because the CO gave that sailor a NAM she disregarded the counseling and thought her performance was fine -- the CO's action undermined my authority. A lot of Department Heads and Chiefs talked to the CMC and XO about this. I went to the CO and he apologized for not checking, the bare minimum. After that he looked to other people before giving the awards; in the last month or two he's gotten better. The Command Triad tried to give her a COM for her end of tour, we board at the awards board it was voted a "NO", but the CO overrode the board's decision and sent a COM to CAPT Grady, NCTAMS LANT said no.

The command climate survey was kind of bad.

The CO has pushed doing a lot of COMRELs. Due to a lack of volunteers for the Command COMREL at the school, it was put out to all Department Heads by the XO at a Khaki call meeting that, "if we don't get enough volunteers we're going to start ordering people to go." All Departments were busy with 3M TAV, and the only other departments that weren't involved in the 3M TAV were Admin and Supply. My department and Supply departments was shut down for the whole day in order to provide bodies for the COMREL.

I had safety concerns participating at the COMREL at the school. The school is very poor and the students were disregarding their teachers and misbehaving. School children were fighting,

Statement of YNC JENNIFER ESSENCE FINCH, USN

others were making lewd sexual remarks, one student came up behind me and screamed at the top of her voice in my ears. I didn't feel safe. This is my second overseas tour and I've never had safety concerns like I did there. At a Department Head meeting with the CO, I brought up my safety concerns to CDR Cordero. His response was "Anywhere we go to in the Navy, it could be unsafe. We just have to learn how to react to it." This was the 3rd time I brought up my safety concerns to the CO. He did not take any action.

CDR Cordero had someone go the store in the government vehicle to pick up paint for the COMREL at the school. Someone brought it up and asked if it was legal to use the government vehicle to pick up material for a COMREL. (b) (6) the Supply Department Head, contacted LT (b) (6) our N8 DH, which is also our Legal Officer. LSC was told via email that it was not legal to use the government vehicle in this way. LSC brought this up to CDR Cordero directly and told him that the RLSD had said it is not legal to use the government vehicle to pick up the paint for the COMREL. Usually the CO listens to me, usually I can go in and say "Sir this is not legal." and he'll listen. This time he said "okay", but it happened anyway. The government vehicle was used to get the paint. I don't know where the paint was stored. One day at the COMREL the paint had not been brought and when we asked (b) (6) the duty driver, where it was he said it was back at the command so he went and got it.

The CO went to an event in Palermo in the government vehicle.

Concerning the MAP process, I have no issues with it. There were complaints that it felt like certain people would be mapped based on their relationship with the CO. One person, (b) (6) the COMREL coordinator, said that the CO told her to put in a package. She was not selected. The MAP Process was legal; it had the grading sheets. The CO was not involved.

The CO hasn't sworn or used foul language at me. I haven't felt threatened. If he does something like that I'll go to the CO and tell him "that's not right" and he'll apologize.

The CO will do things that intimidate people. He's very intense and loud, especially when upset. He talks about trust and loyalty a lot.

This past Friday at the Full Speed Ahead 2.0 training, the CO, out-of-sequence and not related to the training topic, suddenly went off on a twenty-rant about loyalty with the command. CDR Cordero said that "If you have problems with the command, you shouldn't be going outside the command. Don't bring up stuff outside the chain of command." The training is scripted and that was not in the script and seemed like out of the blue. He kept stressing "loyalty to the team, loyalty to the command." He said that we [the crew] needed to bring up issues with him and they need to be kept in house. (NOTE: This was said after the FCC COS, CAPT Mills, send CDR Cordero an email about the IG complaint.)

Now the CO requires names when submitting a suggestion in the CO's suggestion box. If there is a suggestion without a solution the CO said that he wasn't going to entertain it.

How well does the CO get through paperwork? It takes a while, I think, because he reads the documents.

Concerning CDR Cordero's FITREP, the XO at a Department Head meeting, told the CO that his FITREP was coming up. Two to three months go by and I was on leave. (b) (6) was there; I got word that CDR Cordero yelled at him because CDR Cordero's FITREP input was late. Prior to this CDR Cordero asked for weekly bullets, the XO was supposed to gather them for the CO. (b) (6) told me he thought that CDR Cordero was talking down to him.

When I got back to the office the CO said to me "You're a YNC, why don't I have my inputs, where are my bullets?" I asked, "Do you want me to send an e-mail sir?" The CO replied, "Yes, you know what to do." The CO told me he just wanted input. The XO later said, no do bullets, that's what the CO said. This was around April 10th or 11th. I filled out the FITREP for CDR Cordero and sent it to him for review. He took it over the weekend, sent it back as good go, and I sent it off.

As an aside of CDR Cordero's anger, he always got angry at the mention of CAPT Hocutt's name. CAPT Hocutt was the previous CO. CDR Cordero said to us at a Department Head meeting, "I don't want to hear about CAPT Hocutt ever again." This in the context of asking about a process we do and reference was made to CAPT Hocutt. CDR Cordero also said to the Department Heads that "the previous CO (CAPT Hocutt) did things that weren't right, I'm here to fix it; I don't want to hear anything about CAPT Hocutt.

CDR Cordero is not a bad guy but it was a bad idea to bring three new people into the Triad all at once, and these are their first tours in these positions. The CMC came in October 2017 (first CMC tour), the XO (first XO tour) came in December 2017 with no turnover, and the CO (first Co tour) came in January 2018.

The XO is the voice of reason, but his voice gets drowned out. CDR Cordero does ask but I'm not sure what he's being told. When chiefs voice opinions to the CO, the rest of the Triad is unaware. It was rumored that the CO said, "Chiefs aren't doing their jobs" and "Chiefs are crap", but he denied this. This was allegedly said at the CO's brown bag with the E-5s, that "Chiefs are not doing their jobs." When confronted the CO said, "That is not what I said, I just said Chief's need to do certain things."

I removed (b) (6) as CO's Secretary, she was not fired by the CO or XO. I did this to protect (b) (6). She was stressed out, crying, and having panic attacks from what she encountering with the CO as his secretary. The CO always has to have someone sitting at the secretary's desk. CDR Cordero got angry if (b) (6) was gone from her desk for any length of time. When (b) (6) went to urinalysis the CO was yelling from his office for her. It got to the point that any time (b) (6) had to leave her desk; to go to the head for example, we had to find a replacement to sit in the desk so it was always occupied. At one point when (b) (6) was absent the CO made critical remarks regarding (b) (6) to (b) (6). (b) (6) I was concerned about this and tried to speak to the CO. The CO said to me, in front of (b) (6) "I don't want to talk to you now, bye Chief."

Have things improved? Some things have settled, the CO is using Chiefs and Officers to solve problems that he created with. For examples, the E5 & below complaints about not enough awards were given, now the complaint was who the awards were given too.

The Friday before last the CO was yelling from 0800 to 1600. I don't know what it was about. There was an impromptu Chief's meeting with the CMC and Chiefs. There were a lot of changes- installing a door in the P-way- no one being allowed to go into the command p-way. The CO thought people were listening to him.

The CO has asked (b) (6) to do personal travel stuff for him, she told me and (b) (6) about it. I went in there to talk to him about it and he said he didn't mean it that way.

CDR Cordero is a nice person, maybe he's not being told the things to make the right decisions? He can be very motivating, he's consistently high energy. He is passionately locked into results. But some people interpret that as I don't want to be intimidated by my CO. I don't see as much intimidation now.

Lines of communication with the XO are still open. As for the CO and CMC, not too much. CMC said we owe the CO our loyalty.

The CO can be frequently late. He schedule is booked back-to-back and he gets behind 30 minutes and that carries through the rest of the day.

The CO's SIPRNET was always getting locked out. (b) (6) the ISSM, received his SIPR token and logged in for him. (b) (6) was the one who put out the cards. He used the CO's SIPR token to log-in and keep his account active. I confronted (b) (6) regarding this and he said "The CO doesn't like going back to the SIPR CAFÉ, that's why I have to log-in to his account." I told IT1 to stop this practice immediately.

The CO's office is not a secure space.

The CO does send a lot of people to training, back in the states. With the right people behind him, giving his good, sound advice he'd do great.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17 Sep 18

Date

Statement of LT (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed LT (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. LT (b) (6) USN provided information in substance as follows:

I am the N6 Department Head at NCTS Sicily. I reported here in April 2017. I have been in the Navy 21 years. I was prior-enlisted. My specialty is Electronics; I am a 6180. My duties include Emergency Power and Maintenance, as well as being the acting OIC for Niscemi, while the billet is gapped.

I worked with CDR Cordero onboard the USS RADFORD. I was an ET3 then, he was the Electro. He had no real interaction with me at the time. How would I describe the CO, CDR Cordero? He can be an inspirational speaker, he lets everyone know they have a voice and inspires people to make NCTS better.

The CO stresses trust, loyalty, and teamwork. At Full Speed Ahead training he mentioned loyalty numerous times. My understanding of what the concept of loyalty means for NCTS Sicily is that of stepping in and being a shipmate, knowing each other and who they are, and finding out what's going on. I don't recall the specifics of the CO's statement on loyalty at that training.

Concerning command climate, my Department is struggling. There are personality conflicts and issues with how the chain of command works. For example, we have a second class petty-officer (b) (6) that rubbed people the wrong way. He was working as one of my supervisors; I found out his technical competency isn't strong enough. ET2 felt he wasn't being respected enough and started feeling that he was being bullied. ET2 then started pulling in people from outside the Department for any of his communications. We had an investigation in house that uncovered issues inside the Department; a preliminary inquiry was done two weeks ago. ET2 took a top-secret keymat out to the shop to work on equipment. Collectively with the XO and (b) (6) we decided that ET2 would be a maintenance man until he got re-qualified. Since the investigation, communication and expectations have been known and morale and productivity is improving.

Concerning COMRELS, I attended the commemoration of Operation Husky at Ponte Dirillo. We travelled in civilian clothes and changed into uniforms for the ceremony. I also attended a history event at the cathedral in Ponte Dirillo, the CO and I were asked to attend. I attended an event in Gela, not in uniform and no food was served. The government vehicle was used for transportation. I didn't go on any trips to Palermo.

Concerning (b) (6) she was not selected for MAP. She was one of two brought up for consideration; the other person was selected.

Concerning (b) (6) picking up material for COMRELS with the government vehicle, I don't know if he picked up supplies. I wasn't involved in the COMRELS. I wouldn't say the COMRELS were all the time. Every once in a while the leadership asked for people to sign up. Specifically, the XO said we need more volunteers. There was talk about COMRELS taking too

much time. At that time COMRELS were twice a week. I didn't hear any safety concerns regarding COMRELS.

I heard about spot-NAMS being awarded by the CO, at least half a dozen. This was not positively received by all. I speculate some thought it happened too much too soon. There are opinions that it devalues the worth of the NAM. After the initial month of spot-NAMS being awarded, spot-NAMS have been awarded less frequently.

I have heard the CO make negative remarks about the previous leadership, such as "I don't know what the person in this chair did before me?" The CO said this, or statements like it, a couple times.

I have heard the CO swear. He hasn't sworn at me. In general, the swearing is when CDR Cordero gets frustrated. One example is when the CPT team came to visit. I heard the CO screaming "What the fuck is going on at NCTS Sicily?!" I wasn't in his office and I could hear here him shouting this. The CO said to "get the CPT teams to the admin office as soon as possible." The CO raises his voice when he gets passionate.

I was asked to write bullets and provide input for the CO's FITREP. The XO asked for all the Departments to give FITREP bullets. I was ordered to do so.

Concerning reporting equipment outages, there is an OPS brief slide showing equipment status using color codes. It was brought up that some equipment that was not operational or in an outage status was not being reported properly on the slide. This has been corrected.

Can I share with the Triad? The XO is the finest officer I've worked with, he's outstanding. The XO is very approachable; the CO has been less approachable. I am fearful of the CO. I haven't wanted to go in there. You don't want to talk to a guy in a bad mood.

The CO wants to renovate NCTS Sicily; he wants things ASAP. When the CO wants something that is not something we can do; it is hard for the CO to understand that.

The HAZMAT program is effective. There is a process; we go through NAVFAC for supplies, if they can't supply materials we purchase them locally. Usually we go through N4 for paint.

Concerning SIPRNet, I have seen CDR Cordero on SIPRNet once or twice a week.

I have not witnessed others feeling apprehensive.

I have to be careful about when I talk with the CO. I can get a sense whether a conversation with the CO will be a one-way or a two-way conversation. If it's going to a one-way conversation, I wait a couple of hours and come back.

The CO can get pretty persistent; it doesn't help that we're at the end of the fiscal year.

I feel the (b) (6) up to the CO. Sometimes I don't feel the CMC is the voice of the crew.

Do I enjoy my job? I am not having a good time. I'm feeling "unloyal" saying this, but it's the truth. Everything is the highest priority for the CO without distinction; getting water is a priority. Everything is a priority.

Since CDR Cordero has been the CO for this long he should know our mission. If the status hasn't changed for two months on a piece of equipment, he should be aware of that. He should know our mission sets. He doesn't know these things. The CO relies heavily on Department Heads to know what he should already know.

The CO has delegated everything. He should be able to have a VTC or TELCOM and have a strong enough knowledge to be able to answer superiors on his own. He can't do this; he needs someone there with him.

We are doing an update to OPS on equipment. Numerous times I have had to brief the CO, a couple of times throughout the week. It is frustrating that CDR Cordero can't distinguish between basic systems. He can't even understand the difference between FOT and legacy EHF terminals.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17 SEP 2018
Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for three and a half years. I have been stationed at NCTS Sicily for three years. This is my first command. Until recently I was the CO's Secretary, working for CDR Cordero, the CO. Since reporting I've been an Admin Clerk, then the CO's Secretary, then an Admin Clerk again, then CO's Secretary. I am now going to PCS to the USS HOWARD in San Diego.

My responsibilities as CO's Secretary included setting up appointments, doing CO stationary letters, cleaning the office, printing the calendar for the next day, answering phone calls, and checking the inbox for correspondence.

Morale has been pretty low since CDR Cordero came onboard. The CO is very sporadic sometimes; he is all over the place. I know he's coming from a good place; he doesn't have bad intent.

CDR Cordero asked me to make his personal medical appointments for him and to look into personal flights for him.

I couldn't go to the head without the CO freaking out. I couldn't go out of the office for more than two minutes without this happening. I had to let the CO and the Admin LPO know if I was going to the head. I had to actually ask to go to the head.

One of my responsibilities, mentioned above, was setting up appointments for the CO. CDR Cordero is late a lot. The XO and I would remind him ten and five minutes before the next item on his calendar and he'd still be late. I often had to direct the CO attention to where an appointment is and what time it is. I had to tell and retell the CO items, as does the XO and LT (b) (6) Operations Officer).

I was directed to check the outboxes for the Triad every thirty minutes. On a departmental PT day while (b) (6) was covering down for me, CDR Cordero yelled to (b) (6) about me, saying that I was doing my job improperly and that I was never in the office.

I have been stressed out about this job. One time I broke down, (b) (6) had to calm me down. The stress is caused by how the CO acts. The CO tries to be a motivating guy; he wants people to be happy, but he is very high maintenance sometimes. For example, when VADM Franchetti came for the Ponte Dirillo ceremony, the CO made a big deal about getting "Voss Water" for her. Voss Water is Norwegian-based brand of bottled water. The CO wanted a menu prepared for VADM Franchetti, giving her a choice of Voss Water, Fiji Water, Pepsi, and Diet Pepsi. This was served to her on a serving tray in the van on the ride down to Ponte Dirillo. The CO paid for this himself.

The CO doesn't want anyone paying out of pocket. For example, the CO bought paint for the COMREL and burgers for the First Class Petty Officer Association.

CAPT Hocutt was better to work for than CDR Cordero.

Concerning the timeliness of the CO is signing and reviewing documents, personal items are signed immediately. Instructions take a while; he likes to review them and make crazy corrections. For example, he made copious corrections to the OPNAV Motorcycle Instruction which was included as an enclosure to another instruction. We had to inform him that we couldn't change OPNAV policy and their instruction. CDR Cordero also likes to add things to command instructions.

A week before last Friday (August 10) the CO was in a weird mood; no one could walk down the P-way except on official business. He wanted (b) (6) to clean his office in the morning and the afternoon. He was upset all day. I think it was about the inquiry ICO (b) (6)

The CO can't handle criticism well; he will put it back on you. I've heard from a lot of check-outs that CDR Cordero would argue with them regarding concerns they'd raise; saying "that's not the way things are."

I'm not aware of the CO's use of the government vehicle.

Are my concerns with the Triad or just the CO? Just the CO. The XO is awesome; the CMC is OK too. The CO is just very micromanaging.

The CO would occasionally go back to the SIPR Café. He would get locked out of his account. I never heard of anyone logging in to the CO's SIPR account for him.

At the last GMT, on July 24th, the CO went off on how "everyone's ungrateful" and that we needed to "stay in our lane." At the out brief on the CMEQ survey, the CO said that "people need to stay in their place." This was at the out brief for the CMEQ survey.

The CO can be very over-the-top and sporadic. I am aware of spot-NAMS being awarded by the CO. Even an officer was given a spot-NAM. LT (b) (6) was acting XO for three days; he got a spot-NAM for that. That's the first time I've seen that. LCDR (b) (6) the Operations Officer, has done a great job and he's never gotten an award. During the past two months I haven't seen any spot-NAMS. I think they stopped after the command climate survey.

The COMREL at the school is not a good environment. After going there, I didn't go back for another COMREL. A lot of people complained to the CMC. Since the complaints there haven't been any COMRELS going back to the school.

Statement of (b) (6) USN

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(b) (6)

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Date

Statement of (b) (6) USN

The CO has a motto which he stresses of "Trust, Loyalty, and Teamwork." The CO has said that "If you lie to me or deceive me one time, the trust is gone and you don't get a second chance."

From 16JUL18-07AUG18 I realized the N6 department was intentionally deceiving the CO and XO. The OPS brief was not reflecting the true nature of our equipment. (b) (6) and (b) (6) (b) (6) were my LPO and Chief at the time. My documentation and proof resonated with the CO and XO and they removed these individuals from my division. On 06AUG18 the CO found a letter in his CO's suggestion box about me. The accusations had a date range from 01SEP17-01AUG18. This was obviously because I open my mouth and let the CO and XO know what was really going on. I believe (b) (6) leaked my documentation and proof to (b) (6) who then masterminded a CO's suggestion box letter about me. Regardless this has nothing to do with your investigation, however, I am mentioning it because you included it in my statement.

At the Full Speed Ahead training last Friday the CO was acting differently. He started talking about using the chain of command. He said, "you've got to trust your chain of command." He said you need to be loyal. The CO said, "if you're going outside your chain, you're not being a team player, you're being selfish, and you have your own agenda."

I'm thinking something is up, something is going on with him. I felt like everything he was saying was directed at me. Almost like my actions were wrong. I was upset about it and it felt like reprisal. He has three officers that run his departments. 33% percent of them are lying to him and I proved that. Why was he acting like I had done something wrong? He should be embarrassed that it took a 2nd Class Petty Officer to bring some transparency to his command.

Now the CO knows I blew the whistle about the equipment not working, he is acting differently. The CO has been distant, I feel he is up to something. After 08AUG18 he closed the door to the Blue P-Way. Everyone is paranoid now.

On 03AUG18 I had a meeting with the XO (b) (6) and (b) (6) (b) (6) were present. I explained and proved LT (b) (6) had been intentionally deceiving the CO. Over the weekend I documented everything. On 06AUG18 I handed (b) (6) a copy just in case they tried to remove me from the command. Accusing a Naval Officer of dereliction of duty is a pretty serious matter. Later that day I emailed the documentation to (b) (6) (b) (6) (b) (6) (b) (6) and XO (b) (6) to protect my self from reprisal in the future.

I witnessed CDR Cordero yelling at (b) (6) It was pretty intense and I am surprised the CO did not shut the door. I have seen the CO yelling at (b) (6) She has often complained about his demanding nature in the ET shop. LT (b) (6) on multiple occasions has said to me: "I hate this man." Referring to CDR Cordero. I have heard the CO yelling from his

Statement of (b) (6) USN

office and also when he's in an open space outside of his office. The CO has never yelled at me for any reason.

There is something about the CO's energy and expectations. I want to please him. After the Ponte Dirillo event and all related Ponte Dirillo press releases, I was told my PAO duties would be complete. I was to re-focus on N62.

I am mentioning this again to adhere to your timeline of my interview. On one occasion, as the Duty Driver, I drove the CO and CMC in a blue government van to Bricoman to get paint before we went to the airport. It was the CO's idea to get the paint. He paid for the paint with his own money. I took it back to NCTS. I know (b) (6) went to Bricoman a lot more than me because he was the construction guru.

The CO is re-decorating his office. He wants it to look flashy and be top notch. (b) (6) (b) (6) had to paint it and fix it up. (b) (6) is fixing the office and works in the EP shop.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17 SEP 18
Date

Statement of (b) (6), USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for 19 years. I have been a chief since 2015. I arrived at NCTS Sicily in March of 2017.

How would I describe the command climate? Conflicted. From conversations in the Chief's Mess, it is frustrating; it feels like our hands are tied; we're bypassed a lot by the Triad, by the CO.

When CDR Cordero got here as CO he gave out a lot of spot-NAMS. PO (b) (6) had known performance issues- she gets a spot-NAM from the CO even though she'd been counseled. The sailor came back confused, saying "I thought I had issues?" Open-door to the CO, spot-NAMS, brown-bags by paygrade, the CO takes this stuff and runs with it.

I don't have a problem with the CMC but he doesn't listen to us. It's like it falls on deaf ears. Why is the CO thinking this way? I don't know if the CMC goes back to the CO to advise him. We (the mess) have spoken to the CMC about our concerns of being bypassed on decisions with our sailors, open door, brown bags, etc. I work in OPS. I'm the N33 LCPO. I was LCPO until June the Department Head told me we were getting a new Senior Chief. The Department Head didn't know about this until it happened. I went straight to the CO's office. I asked CDR Cordero if he had lost confidence in me. He said, "No, I just think you need help." I felt like I was being fired. I have not been told what I'm supposed to do. I just fell back into my role after Senior Chief (b) (6) was placed as dept. LCPO. I just assumed the role as N33 LCPO.

The CO has been frustrated. After the outage with Grindavik the CO pulled us into his office and just attacked out Department. He started eyeballing me at the meeting. Just eyeballing me. He was talking about "I need leadership in the deck plates." But this was a maintenance problem, it didn't deal with our Department.

The CO made me feel like I am the weak link here. I was the command UPC. The Sailor of the Year, whose wife is the ombudsman, popped positive. The CO said, "I can't believe this would happen." An observer didn't sign a test later on in the month. The XO said my services were no longer needed, but wouldn't say why. The triad fired all of our team except one member. (b) (6) primary WLC (b) (6) secondary. They were losing to have the primary because no one would say what the issues were. Other sailors on the LPE team (b) (6) went to NJP with no option to decline. Command Legal officer never gave my sailor (b) (6) his extra duty paper work. He told me to draft it. He later about 2 weeks later, drafted an official one.

I was starting to feel de-valued and went to talk to my Department head about it. I said I'm going to talk to the XO. I'm starting to feel targeted. In June/July the XO says to me, speaking of the CO, "I really need to talk to him about his expectations of your Department." I am revamping the training. The CO is doing numerous corrections to my work; I don't know what he wants.

Every day at the OPS briefs he is always asking about my pregnancy. I would rather not be asked about it. I feel his questions are inappropriate and I honestly try to avoid him, which is why I never discussed this with the CO. I was raised in the Navy that if there is something medically going on, you give the paperwork to your COC and they will brief it up.

The CO is very talkative. Sometimes he will go into a lecture. When there is an issue he holds onto it and bring it into the next forum, referring to outages or maintenance issues at meetings such as planning board for training yet he doesn't fully understand the outage or the problem.

We have an OPS brief on Mondays. NCTAMSLANT didn't push an update, the CO said "the previous chain of command didn't want this." People are saying it's not professional for the CO to talk disparagingly about CAPT Hocutt. The CO also said, "CAPT Hocutt didn't hold people accountable." The CO speaks disparagingly about former leadership. They didn't justify this criticism; they wanted to wait until we had the new buildings that are slated soon. Adding the criticism takes away from the issues at hand. It's unprofessional and a distraction.

The CO has an inadequate understanding of operations. The JFTOC was made to do bi-weekly training on circuits and customers. We prepared system binders for the CO. The CO has the JFTOC watch officer leave and give him training. *in his office.*

I reported an outage to the CO. 4.5-5 hours later it was still down. The outage was reported to DISA, who had the responsibility of addressing it. The CO got really angry at my JFTOC. He said we wanted to see the JFTOC and (b) (6) OPS LCPO, right away. We had to put together a package explaining the situation to the CO. The CO said to the JFTOC, "If I have to I'll get the DISA CO on the phone. Get me the DISA CO!" CDR Cordero just got into my JFTOC, the CO yelled at him saying, "This is fucking unacceptable! You need to get this fucking fixed now!" *However it was a higher level DISA outage, my JFTOCs can't fix that outage.*

I did not attend the CMEO outbrief. It was held at a GMT and I had an OB appointment that morning.

There are some remarks the CO said to me that made me feel concerned. I am walking down the P-Way and I hear "Chief!" I think it's Chief Muggleton, *that the CO is calling and it was me.* but it's the CO. I go into his office alone. He is asking about my pregnancy, asks if there are no complications and when the baby is due. He talks about his wife having high blood pressure and complications when pregnant.

Then he starts talking to me about Japan, saying "It's amazing how ~~people~~ *women* can bounce back from pregnancy. I knew one Japanese lady that had 7 kids, and you wouldn't know this. She had a gorgeous body." The CO said this phrase several times "a gorgeous body." The CO then talks about a lady who worked for him when he was the CEO of a company; everyone came to see her, and asked why she didn't have kids- she said it was not the right time but he (CDR Cordero) knew it was because she didn't want to ruin her body. While the CO was saying all of this to me there are three sailors waiting in the P-Way. I checked and one of them had heard the CO's remarks to me. I don't feel harassed, but I told the CMC that the CO needs to be careful of what he says because other sailors can overhear him in his office.

(b) (6)
Senior Chief ~~came~~ *came* into my Department on May 21, 2018. I don't have any personal vendetta against the command.

It seems like the CO doesn't have a clue about things. He purchased paint to paint his office and the secretary's office. He had a sailor pick up the paint on an I-stop. The CO had to get volunteers to paint his office. The CO asked (b) (6) (facilities) to solicit helpers to go paint the CO's office and the secretary's office. *for context for the paint*
he did not want to wait for a public works project. He used his personal credit card to purchase the paint and sailors to paint.
The CO was also using the government van. On one occasion he went to Gela in his uniform to some political party. LT (b) (6) drove him. I saw LT (b) (6) that afternoon, he mentioned that he was driving the CO over there. The CO also took junior sailors out to Palermo in their uniforms in the evening for a long time. *For a Carabinieri ceremony (in Palermo)*

Concerning the paint which the CO purchased to paint his office, CDR Cordero didn't want to wait the length of time. To the best of my knowledge the paint was left in the office.

The CO does not use SIPRNet frequently. We have released weekly e-mails on his behalf.

I was not asked to provide FITREP bullets.

The CO has threatened me and OPS during an outage, saying "Your Department is derailed; you need to get it together or else." The CO has said that OPS is his third in line guy. He expects the operations officer to fix things that are not his to fix.

I haven't heard any safety complaints. If complaints are brought up they are addressed.

I feel like in situations like the brown-bags with the CO or talking about the urinalysis program, when you bring something to him he listens to respond, not to understand. I've prepared slides for him; when presented we couldn't get past slide 2. Oftentimes when he brings things up, the CO already has a plan. At the brown-bag group for Chiefs the CO talked the whole time. ETCS

(b) (6) brought up the need for more white space on the CO's calendar. The CO was to that.

The CO can easily monopolize conversations; you have to interrupt him. I would not consider him an active listener. For example, during a JWICS outage he thought JWICS was back up but had been briefed that SIPRNet was back up.

The CO now undergoes bi-monthly training. I can't tell one way or another if it is effective.

The way the CO acts with his secretary is kind of comical: "YN3, YN3 Are you there? Is she there? No sir, she went to chow." I've gone in to set something on her calendar; I felt bad for her- he was demanding a lot. She was saying that the CO had another thing he needed to be here for, and ~~that~~ ^{that} he in this other engagement and going to be late. She then remarked, "I don't even know why I'm here."

Concerning the JFTOC who lost her qualification, her rapid requalification was not what I wanted, this was because the CO got involved. I would not have done the requalification in two weeks. When I counseled her, she said if my decision wasn't reversed she was going to talk to the CO. I told her to route a chit. She didn't, she went to the CMC, who went to the CO. She's on the calendar for re-qual two weeks later. I was fed up, my opinion didn't matter, I did not take any drastic measures on it.

The CO's spaces are UNCLASS. I don't know of classified discussions and materials in his office. He once asked me to give an outbrief of a TS/SCI brief. I told him if you need anything I'll give you the POI.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

19 Sep 18

USN

Date

(b) (6)

in August. That particular form was important because it was the request for access to iFTIP where the UPCs would review test results. ~~The~~ The primary & secondary UPCs still did not have access to fully perform their jobs before I left on maternity leave due to the paperwork being held up by the TRIPD. There was a major delay in timeliness regarding the whole turn over process with regard to the new program instruction and paperwork for the new UPC team to fulfill their roles.

Statement of (b) (6), USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6), USN provided information in substance as follows:

I am the base PAO for NAS Sigonella. (b) (6), the base COMREL director, is currently on leave.

With respect to COMRELs, NCTS Sicily is doing much more than they used too.

The 75th Anniversary event for the Carabinieri in Palermo was an authorized and approved event. Usually we don't go that far, it's a big burden. When the CO of the base is invited to events, we always want to find a representative, to lock in other individuals to attend in his place. The main goal for this event was to invite the Carabinieri CO to the 75th Anniversary event in Gela.

The base CO approves of events off-base that are in uniform. He sends a request for waiver to the Anti-Terrorism Officer, which goes to NCIS, Admin drafts a message, then the CO signs. Usually events are attended in uniform.

We have a government van that is used for COMRELs and other events.

For COMRELs the Navy is not supposed to provide supplies. We used to give desks and chairs, the Navy would buy or donate. That's not allowed now. Typically, when an event is at a school the school provides the supplies. The government vehicles cannot be used to buy supplies. I haven't heard any complaints about the school that NCTS Sicily performed their COMREL at.

There is a COMREL coordinator at NCTS Sicily. Commands are limited to the set purpose of the COMRELs as approved.

Concerning Ponte Dirillo; NCTS Sicily does the ceremony every year because of Nicimi. People believe the SATCOM dishes are poisoning them. We had to stop COMRELs for a time. NCTS had the ceremony on a farmer's land. In the past year the town of Gela has been more interested in the commemoration. The Gela event and Ponte Dirillo were together.

Some of the COMREL events of NCTS Sicily are viewable on Facebook. I believe the school they did their project at was Catania Coppola Middle School.

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(b) (6), USN

Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for 8 years. I reported to NCTS Sicily on 27 November 2017. I am the N4, the Supply Department Head.

The command climate is a little stressful, a little hectic. There seems to be a lot of urgency for everything, moving from one fire to another fire. Overall it is OK.

I've volunteered for COMRELS. The government vehicle was used for picking up materials for COMRELS, either at Bricoman or Leroyman. I had concerns about the ethics and legality of this, so I reached out to legal, they referred me to PAO. The answer was the government vehicles could be used for transporting people for COMRELS but not for transporting materials. I expressed what I found to the N6 department head, LT (b) (6)

I did see paint stored in the EP shop. I didn't raise concerns. Paint was temporarily put in a warehouse. Paint was purchased out in town for the COMREL, for painting the school. I don't believe the paint was stored in a HAZMAT store locker or approved to be stored on base by base HAZMAT. NAVFAC didn't authorized the paint to be used on base.

The sense of urgency I discussed earlier comes from the CO.

We've put in a request for furniture for the CO's office through NAVSUP Contracting. Other renovation items such as paint, crown molding and chair rail wall trim was personally financed by the CO. The renovation, which includes painting the office, to my knowledge has not been run through NAVFAC.

At the First Brown Bag with the CO it was more him doing the speaking than listening. I didn't think it was going to be that way. There was supposed to be more interaction.

The CO addressed PT Session Muster/Attendance with the command without consulting the Chief's Mess. If attendance was an issue, we could have been told.

I wasn't at the CMEO outbrief. I have seen the CO speak at GMT events. The CO talks about trust, loyalty, and teamwork. He talks about loyalty- things being handled internally. He mentioned this at one of the Department Head meetings. He spoke about using the chain of command trying to resolve issues inside the command, only when not being able to handle internally should we go and use outside entities.

I was not told to write portions of the CO's FITREP.

People were ordered to volunteer or they would be "voluntold" to attend COMRELS.

The CO has said that he “doesn’t want to hear about the previous chain of command.” He has said subtle things implicating past leadership.

I have heard the CO get upset. I can see negative effects in other’s faces of interactions with the CO.

Concerning the COMREL at the school, I heard about inappropriate comments from students. We were separated into different sections of the school for different projects. I heard about the remarks, this was brought higher in the chain of command. The inappropriate remarks were on the second day of the COMREL at the school.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17 SEP 2018
Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for six years. I converted my rating to IT two years ago. I arrived at NCTS Sicily one and a half years ago. I love Sicily, the wife and kids like it out here. I've put in to extend for a year.

(b) (6) is the primary command COMREL coordinator. I'm the assistant COMREL coordinator. I'm also one the PAOs. I became the COMREL coordinator in April. The CO assumed command in January. The COMRELS were at a school, the Istituto Statale Compensate Cordoned. I organized six COMRELS there and attended four. I would e-mail with (b) (6). He was our go between the command and the school. He would determine dates and what we want to do. Three days we did drywall; we went out and got supplies. I never assumed the school was going to provide anything. For non-construction supplies we set up a donation box requesting soccer balls and goal cones. For drywall, the CO and one of the local nationals went to Bricoman and bought drywall, paint, and spackle. It was really good quality indoor paint. (b) (6) the Italian national, brought a big white van to Bricoman. I drove my own vehicle. This was two days before the COMREL. The next day was a day off, we put the sheet rock in the mailroom, paint and spackle went into the supply trailer. I used my own tools for the installation. After that I stored it at my house.

Did any sailors complain regarding the school? Yes. It was a rough school; kids were running around the halls. While I was doing drywall kids came in and started messing with other students. I taught some kids how to do drywall; I had five kids helping. There were six to seven NCTS people painting. At a different COMREL I taught kids a song. We also did environmental awareness and music appreciation.

I have heard about being voluntold to attend the COMREL. This would be for the 2nd painting COMREL.

The CO/XO requested that Admin go to the COMREL; all of Admin went and Admin was shut down for the day. People were complaining that they couldn't do anything because Admin was closed. Some people had thought that Admin had volunteered. I found out later they were told to go.

Were there safety concerns for sailors? It was not a concern. There were some teenage girls flirting. I didn't hear about comments made to African Americans.

We would get six to fourteen people from the command at COMRELS. COMRELS are always during the work week. You are requesting to volunteer in lieu of working. We fought this. We requested that some be on the weekend for equal off-time. The XO/CO said we couldn't do that because they know we wouldn't get enough volunteers.

Statement of IT2 Benjamin Scott Larkin, USN

I was part of the team for the DEOCS survey. It was debriefed at an all-hands GMT. During the debrief the CO mentioned that part of the complaints in the survey were in all capitals, that these were yelling, just venting and not helpful.

The CO has a motto with three items: trust, loyalty, and teamwork. I view this as following core values, trusting team members, and being loyal to team members. It's all about the team. The CO has talked about loyalty but I don't remember all of it. It's about staying loyal and being honest to people- not turning your back on the command.

The CO's open door policy led to people submitting a lot of complaints in the CO's suggestion box. The CO said, this is not how you do it- use informal resolution- work up the chain of command- use the CO as a last line- not the first person you jump to.

The CO said he's been in thirty years and has his retirement setup, he didn't expect to make it this long. He's says that he is good and not focused on covering things up. He says he's reporting things that aren't required to be reported. He said he reported non-reportable PDS's.

Things have happened here that are fairly serious and nothing has happened. One time one of the systems were down for ten hours, because an individual didn't know what to do. Another time there was cross-contamination spillage; someone storing TS passwords on a SIPRNet computer. That was reported. If someone goes to mast it is not shared by the command. The impression is that nothing happened regarding that security incident. An entire department was busted down to three section duty when only one division was involved in the incident.

Command morale is partly better under the new CO. Under the old Triad there were cases of adultery and favoritism. The new CO is not sweeping things under the rug. At first morale was really good with the lower enlisted because they thought they could go directly to the CO and things got fixed. But the CO would hand it do the Department Head who would fix things but not in the way the enlisted wanted.

There needs to be more ownership, voices heard, not squashed, by the khaki leadership.

Some people might have lack of morale because when the CO comes down on someone he can come down harshly.

I was talking to the XO one day about a four hour outage and later heard from some PO1's in building 585 that the CO got worked up over not being notified, even though it was an authorized interruption. They said to be careful what you say around him he may over react.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17SEP18

Date

Statement of (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for 8.5 years. I have been a First-Class Petty Officer for 3 years in this rate. I have been at NCTS Sicily since August 11, 2015. I am the Safety Officer at this command.

LS1 is the HAZMAT manager. Almost everything we get from the base. There are PMS HAZMAT lockers. For renovations on base everything has to go through Public Works. We also deal with the power manager and the facilities building manager.

For renovating spaces, the procedure is that if public works says they can't do it and are undermanned, then they ask us to get a work permit. The work permit is submitted to NAVFAC. For example, if the CO wanted the conference room painted. Public works can't do it so we do it ourselves. We get the paint through supply via base HAZMAT. Our supply would have to check with base HAZMAT for privately purchased paint.

For the CO's office renovations, we painted a lot of the blue-tile P-way. It was an 11-week; renovation project. The project was not done through NAVFAC. We ordered the paint and did it ourselves. We got some paint through supply. I think the CO purchased other paint.

I don't know if the process was done for the CO's office, or the privately purchased paint used to paint the CO's office.

The first class petty officer association adopted their own school for a COMREL independent of the command COMREL. We've never bought supplies for our COMREL; they've always been provided by the school.

If a project is unfinished we have a little HAZMAT compound outside of the base compound. I don't recall paint being left in the office.

The CO is very high energy, very inspiring. He started as an E-1 and ended as a CAPT. I don't have a lot of contact with the CO. I'm kind of old school; I don't like to talk to officers a lot. I'd say he was very inspiring.

I have never seen anyone in the Triad yell, scream, or swear.

For our First-Class COMREL, we don't use the government vehicle to move supplies. I think other COMRELs used government vehicles, but can't tell for certain. I know some material was used for the command. I was under the impression that the CO bought material.

The CO told us at the brown bag that Admiral Gilday told him one of his missions is to improve community relations.

Statement of (b) (6) USN

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

17 Sep 18
Date

Statement of (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy almost three years. I've been stationed at NCTS Sicily a year and a half. I had two years of school for ETS. I work in the N6; my position is as a work center supervisor of the TSCOMM. I am a day worker. I have several collateral duties: COMREL coordinator, CRTT lead for ETS division, SAPR VA, and lead Resident Assistance for 623 barracks. I do seven days of watch a month. I teach training on Suicide Prevention and SAPR. I'm well-networked in both places. I'm on 3 watchbills- standing watch 21 days a month.

The command climate, up until recently, was pretty good. I knew changes were coming. The current Triad is much more involved, hands on, up until recently.

My department has fallen apart. It's coming to light, all the issues that are going on. The main work center is run by two 3rd classes. We've brought up issues regarding equipment being damaged. The Chain of Command is unwilling to address the problem. It's been reported in the up to the LT (b) (6) My LPO was being very selective at what he reported to the Chain of Command. He was moved out of the Department. I can't do my job, it's a hostile, toxic work environment. I have brought up the issue with the CMC. The CMC laughed it off. I've been told to use the Chain of Command and don't bring issues up with the CO and XO. (b) (6) is the problematic sailor; he's the root of the problems in our Department.

The COMREL coordinator position, which I hold, is usually held by an E-6 or above. I had originally put in as a coordinator assistant, my appointment as the primary coordinator happened because of the previous coordinator left. I liaise with (b) (6) the base COMREL coordinator. The CO wanted the command to do a COMREL is an area with the most need. The CO is very COMREL-motivated.

We'd do 3-4 COMRELs a month. The CO volunteered me to coordinate with other commands. After various COMRELs the CO asked if we could adopt a specific project. We ended up doing our COMREL for a school, the Corpus Instituto Cordova. We were asked to provide small materials to the school because the school is in a high crime area. We have asked for the local community to provide the materials and are looking for sponsorship.

Part of the school COMREL was patching drywall and painting. These items were donated by the CO. There is a hardware store at the end of the block from the school. The CO has spent over \$4000 out-of-pocket for the school COMREL over six months. I have the receipts. This is why I cut him off. At the end of July, I asked the CO to limit COMRELs to 2 a month and not to donate material- so that the local community had stock in the project, had pride in the project.

We've reduced the number of COMRELs. The size of the command is not great. It was so COMREL-heavy for so long. He is just giving the command a break. The command is always having inspections; COMRELs are voluntary but it is understood that if you don't volunteer for them you're not competitive.

Have we always had an adequate number of volunteers? At one time we didn't have enough so the XO shut down the Admin Department and sent them. That is why I reduced the number of COMREL days.

The CO wanted us to be heavily involved; he was accepting multiple invitations as soon as they'd come in. I would check the CO's calendar to avoid conflicts but (b) (6) started sending the invitations to the CO directly.

(b) (6) has a uniform waiver process for being able to wear the uniform off-base. I have requested copies of the waivers from (b) (6) but have never seen them. I've never seen one.

(b) (6) sends out invitations, as coordinator I had to attend the events with the CO. I usually work from 0645 to 2200. That's why I brought it up to the XO that we needed to limit the CO's invitations. I asked (b) (6) to send all the invitations to me. He's a one-man show for the whole base. For NCTS we don't use government vehicles for COMRELs, people are expected to carpool with their POVs.

We did two ceremonies in Gela, they were on a Friday. The CO/XO did drive to the event in Gela.

Concerning the COMREL environment, the students were unruly. The facility was gated. No one else complained. Paint for the COMREL was dropped off at Supply, on the premises of NCTS.

The CO has received input concerning COMRELs and has made remarks to the command in response. Some of the concerns raised were sacrificing mission for COMRELs, that the Admin office not be closed, that people are getting pulled from the vault, that Departments are being disrupted, that there aren't enough COMRELs on the weekends. In response to criticism, the CO said that people are free to be part of events and told people to "stay in your lane." The CO's remarks came off as keep your opinions to yourself. If you have issues bring them to your Chain of Command. We will continue to do these things whether you like it or not. If you don't like it, don't volunteer.

People were voluntold to attend the COMRELs. It had not happened before nor has happened since.

Concerning the command appearance, there are excessive COMRELs and beautifications. There is a painting project, there is a pressure to get it done. The CO's office was repainted. The CO has zero tolerance for error or imperfection, and has a high pace at which he expects things to be accomplished.

The N6 is engineering- we're there early, staying late, trying to get things done. N6 is constantly moving and undermanned.

The CO and I are high energy so the fast pace of command expectations doesn't affect me too much, but other people aren't responding well. People are getting to the "can't handle this pace" stage. The CO has asked for another EKMS inspection. The CO is high strung all the time. Work is never done; we are never done. Equipment that hasn't worked in years, such as the EHF, the CO wants us to get up and running. We're working weekends. The CO thinks that because we have equipment and it's not working, we need to get it working. The CO inspects everything to be up and running. He wants old equipment with no mission to be fixed just because the equipment is there. 5 of us technicians do stuff for the entire work center.

We are constantly running around and not making progress. There are too many trainings and award ceremonies. I'm constantly getting pulled away to do something, missing the maintenance window for work.

I finally brought up my issues with the lack of clearance screenings to the CO; he said what are your issues, be honest tell me. His response was that "I don't know and I'll get back to you on that."

At Monday briefs, the CO is putting out requirements that we support more missions. I believe he views the command presence as how he is viewed, how it reflects on him (CDR Cordero).

I rarely see my Department Head. I go to CE1. I try to avoid working with my Chain of Command.

Overall CDR Cordero is a great CO; he has our best interests at heart. I appreciate the kick in the pants but the zero tolerance is not working.

I believe the COMRELs and beautification projects are for him. The CO has a bigger presence in the community than the base CO. He's been in the "Signature," the base paper, several times.

The CO is very receptive to ideas. Criticism of him are fine, to a point. He said that he is "done talking about this [COMRELs]. This is not going to change. We're 600 days ARI free. We get a sports day and the CO compensated the watch floor for not being able to go.

Concerning awards, I think the awards system is as fair as it can be. This is the military, what concerns me more is the mindset. I feel that these COMRELs are more about him then doing good. He says look at all the changes "I" have made. It is about him to get his name out there.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

9-17-2018
Date

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for 17 years. I pinned on Chief in 2015. Since October 2017, I've been the N-6 department LCPO in charge of ETS, 3M, and the Emergency Power Shop.

I like being out here; I like the command. It is family friendly. It's challenging for me as an engineer who doesn't like computers.

I'm the CMEO. Command survey results increased from our last cycle; there were some ripples in the ET shop, but overall the command is very happy.

I also do facilities: emergency power. If we can't fix in house, then we contact public works. Renovations go through the N5- I work with (b) (6) the coordinator. The N6 department ship is working with N8 and supply department trying to get the black room updated.

I just had a meeting, LT got us all together to discuss what we can do in house and what needs to be contracted out. EN1 in the shop does most of the work with public works. There's also a process through supply. You see if the paint is available through base HAZMAT. If it is not available, then paint can be purchase elsewhere, but purchased paint has to be first screened through HAZMAT.

I've been tasked to paint the blue tile p-way, each office will be painted, one a week. I've also been tasked with upgrading the CO's office. For white paint for other offices the proper process has been followed. I don't believe the process was followed for the CO's paint. The CO bought brown paint for his office at Bricoman- I didn't think anything of it at the time. I know it's not the normal process. The CO is kind of demanding. The CO wanted it done at a certain time. So he went out and bought the paint and brought it in the next day.

The paint the CO was purchased was stored in a gleaning gear locker in the P-way. I don't believe that is a designated HAZMAT storage location. The CO told plans of how he wanted the office painted and what he wanted done.

I have done COMRELs. In the CMEO survey, some people thought COMRELs were treated as more important than the mission.

The CO's motto is Trust, Loyalty, and Teamwork. He is always talking about this. I was present for the CMEO debrief training. Trust means doing the right thing at the right time. Loyalty means be loyal to your personnel up and down. Teamwork means working together for a common goal.

When the CO spoke about loyalty, I took it to mean that for any issue, the CO wants you to use your direct chain of command; go through that before it gets to the CO. The CO has always spoken about staying in your lane, staying in paygrade, staying in the lifelines.

The primary mission always come first. Community relations are secondary- they are important because the CO's boss (CAPT Grady) wanted him to get out more into the community.

I haven't seen any cutting corners. I haven't seen the CO expressing things like he wants it done now. I go through the CMC for things. The CO communicates with the Chief's mess. Usually we're not told directly but it comes via the CMC.

Concerning the CMEO survey, I reviewed the report with the CO. He asked me to write a CMEO white paper. There were a lot of dry and dead-ended comments.

I have not heard the CO swear or berate anyone.

Currently maintenance is in a no-go-aloft status.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

9/17/18

Date

Statement of (b) (6) USN

In the week of 20 August 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN at Region Legal Service Office Europe, Africa, and Southwest Asia, Detachment Sigonella at Naval Air Station Sigonella. (b) (6) USN provided information in substance as follows:

I have been in the Navy for 18 years. I made chief in 2013; I picked up senior chief last cycle. I arrived at NCTS Sicily in August of 2016. I arrived as a geo-bachelor.

I was temporally the N3 Operations Department Head, because the OPS officer billet was gapped. When LT (b) (6) (billeted OPS Department Head) came, I became the N7 to prep the command of the upcoming CRTT inspection by NIF. I've been in that position from December 2017 until now.

The command climate is shaky at times. How so? Ever since CDR Cordero took over the changes he's made have been abrupt and imprudent. He makes snap-decisions without sitting back and assessing the situation. I don't think the CO takes our advice concerning how the sailors are or their direction. I am sometimes surprised by what comes out.

Spot-NAMS would be an example of this. They are not helpful. Some spot-NAMS were not needed; they were too rushed with the program; they were not implemented correctly. I think spot-NAMS should be limited to something impactful. Giving some many of them away devalues the award; what's the point of getting a NAM?

I'm surprised by all the brown bags scheduled on the calendar. I don't really care for that many brown-bags. It's a lot of meetings. The majority of the time is meetings. Certain days are more demanding.

Concerning interaction with the Triad and Department Heads, he has never yelled at me. I have heard of the CO yelling at other people in the command. I have heard this but not seen it.

I have heard the CO curse before. It was used an exclamation not an insult.

The CO/XO dynamic command was switched with the change of commands. Before the XO wasn't liked much, now it's the CO. This CO needs to let the XO handle things or someone else: he doesn't have to be involved in everything.

There needs to be less micromanaging. I heard this is the CO's first time being a CO. This the first time anyone from the Triad has been in their position. It has been night and day between the former and current CO. The current CO is not as approachable? Why? CDR Cordero has a lot of energy-- people are intimidated by it. He comes over as being overly aggressive. The CO will be like: this needs to happen, no excuses, this needs to be done.

The CO talks about the previous regime. Originally CDR Cordero was supposed to bring his wife and be staying in base housing. CAPT Hocutt was preparing that for him. Then CDR Cordero was geo-batching. CDR Cordero said that CAPT Hocutt was not a good sponsor. He said that, "I was sent here to fix it." Meaning the command's problems caused by CAPT Hocutt.

This may refer to his focus on fixing the relationship with Niscemi. The CO said, "I don't want to hear about fucking CAPT Hocutt again." We're not supposed to mention CAPT Hocutt.

The CO does not take criticism or bad news well. One example would be the systems outage. He can be critical of the Operations Officer. The communication between the CO and the Department Heads and OPS is one way. The CO tries to handle things in the Operations Department but it's already been handled.

Things were fine with CDR Cordero in the beginning, but now people are concerned. There was an outage at Niscemi, because of a higher level DISA outage. He didn't understand; it is really not that hard to understand. The CO does not have an adequate understanding of basic operational matters in his command. LT (b) (6) the Operations Officer, is having to give him training. JTFOC officers on the watch teach the CO. I think the JTFOC Watch Officers are gone about 30 minutes at a time giving the CO training. I haven't been around to see but this is based on LT (b) (6) told me. The N7 gives training to the command. He wants me to focus on CCNA and building a lab environment to allow personnel to training on live equipment. He wants the switches at NCTS' main building the LNSC. We're walking the CO through the process.

The CO can't understand the time-line reality of demands, such as setting up a network, how long the process takes. This leads to cutting corners. The only example I can think of cutting corners is the painting of the command spaces. I think you have to reach out to contractors to do the painting, command members are doing the painting. I'm not sure who bought the paint or where it was kept. The painting project is supposed to paint all offices, currently they're supposed to be white but are eggshell. The Chiefs brought up the issue to the CMC that we're wasting money on renovations when we are moving into a new building. Other renovations include new carpet for the war room, redoing all the plugs and wiring, redoing the quarterdeck. The CO has said that he wants things to "pop." There was no announcement to the command from the CO concerning renovations.

The CO has had brown-bags with the junior sailors where the CO made unilateral decisions based on sailor input without any feedback to the Chiefs or Officers to fix the problem. We brought this up to the CO at our brown bag with him and he changed.

Concerning COMRELS, I don't think COMRELS mattered to people at the school- there was no control of the students at the school. One of the children made inappropriate remarks to a Chief. There was pressure to provide names to "volunteer" for the COMREL. The command COMRELS are always doing the work week. In my past experience, COMRELS are usually done on weekends- so that everyone can participate and it doesn't interfere with work. Why do a COMREL in the middle of the day during work? COMRELS for me are after hours, something to do after work. It took the kids at the school destroying what we worked on for a decision to be made to stop going back to the school.

Government vehicles were used to bring ladders and paint for the COMREL. I'm pretty sure it was a blue military truck. I didn't do COMRELS with the previous CO when he was there. I showed up for these COMRELS because I was told that we have to provide bodies.

I was never told to write FITREP bullets for the CO.

The CO made remarks concerning loyalty at the CMEO debrief at a GMT. (b) (6) was talking, then the XO spoke, things were going well. When the CO got to his portion he went on a rant about something, he kind of lost everybody. He talked about owning up to something, being a grown-up, he related something about his kids; he was talking to us like we were kids.

The CO preaches loyalty- everything should be handled inside the command-that should be your goal, to handle it inside of the command.

The CO needs to be open to other people's views. I could understand it if the command was jacked up but we're not, no big issues, he's focused on the things that aren't broken.

The CO needs to just slow down- he has plenty of ideas, how is he going to feed them? How is he going to keep up with all that?

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

15 SEP 18
Date

SUSPECT'S RIGHTS ACKNOWLEDGEMENT/STATEMENT
(See JAGMAN 0170)

SUSPECT'S RIGHTS AND ACKNOWLEDGEMENT/STATEMENT

FULL NAME (ACCUSED/SUSPECT) <i>Jesus M. Cordero-Vila</i>	SSN <i>581-93-5557</i>	RATE/RANK <i>O8/CDR</i>	SERVICE (BRANCH) <i>USN</i>
ACTIVITY/UNIT <i>NCTS SICILY</i>	DATE OF BIRTH <i>10/02/69</i>		
NAME (INTERVIEWER) <i>KRISTIAN P. KEARTON</i>	SSN <i>458-61-2847</i>	RATE/RANK <i>O6/CAPT</i>	SERVICE (BRANCH) <i>USN</i>
ORGANIZATION <i>FCC</i>	BILLET <i>OCA</i>		
LOCATION OF INTERVIEW <i>RLSO EURAFSWA BROFF SIBONELLA</i>	TIME <i>0920</i>	DATE <i>24 AUG 2018</i>	

RIGHTS

I certify and acknowledge by my signature and initials set forth below that, before the interviewer requested a statement from me, he warned me that:

(1) I am suspected of having committed the following offense(s): *UCMS ART. 92 (Failure to obey order of regulation), ART. 89 (Disrespect toward a superior commissioned officer), ART. 133 (conduct unbecoming an officer and a gentleman), ART. 134 (obstructing justice), ART. 134 (Wrongful interference with an adverse administrative proceeding)*

(2) I have the right to remain silent; - - - - -

(3) Any statement I do make may be used as evidence against me in trial by court-martial, - - - - -

(4) I have the right to consult with lawyer counsel prior to any questioning. This lawyer counsel may be a civilian lawyer retained by me at my own expense, a military lawyer appointed to act as my counsel without cost to me, or both; and - - - - -

(5) I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview. - - - - -

(6) If I decide to answer questions now without a lawyer present, I will have the right to stop this interview at any time - - - - -

WAIVER OF RIGHTS

I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that, -----

(1) I expressly desire to waive my right to remain silent; -----

(2) I expressly desire to make a statement; -----

(3) I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to any questioning; -----

(4) I expressly do not desire to have such lawyer present with me during this interview; and -----

(5) This acknowledgment and waiver of rights is made freely and voluntarily by, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me. -----

(6) I further understand that, even though I initially waive my rights to counsel and to remain silent, I may, during the interview, assert my right to counsel or to remain silent. -----

NOTE: IF THE SUSPECT INDICATES HIS WILLING TO MAKE A STATEMENT, HE SHOULD FIRST BE ASKED WHETHER HE HAS MADE A STATEMENT IN RESPONSE TO QUESTIONS ABOUT THE SUSPECTED OFFENSE TO ANYONE HE BELIEVED WAS ACTING IN A LAW ENFORCEMENT CAPACITY PRIOR TO THE PRESENT INTERVIEW. IF THE SUSPECT INDICATES HE HAS PREVIOUSLY MADE SUCH A STATEMENT, ADVISE THE SUSPECT AS FOLLOWS:

PREVIOUS STATEMENTS

I certify and acknowledge by my signature and initials set forth below that, before the interviewer requested a statement from me, he warned me that:

(1) My previous statement may not be admissible at courts-martial and may not be usable against me. (It may not be possible to determine whether a previous statement made by the suspect will be admissible at some future court-martial; this suggests it may be wise to treat it as inadmissible and provide the cleansing warning).

(2) Regardless of the fact that I have talked about this offense before, I still have the right to remain silent now.

SIGNATURE (ACCUSED/SUSPECT)	TIME 0922	DATE 24 AUG 2018
SIGNATURE (INTERVIEWER)	TIME 0927	DATE 24 AUG 2018
SIGNATURE (WITNESS)	TIME 0927	DATE 24 AUG 2018

The statement which appears on this page (and the following ____ page(s), all of which are signed by me), is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

SIGNATURE (ACCUSED/SUSPECT)

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Interview: SESSION 1: 0948

The interview convened at 920 at RLSO EURSWA. The individual being interviewed is the CO of NCTS Sicily.

LCDR Scheetz read through the member's rights advisement form prior to the interview.

Towards the end of the reading of the rights the member requested that LCDR Scheetz go into the specifics of the charges.

LCDR Scheetz explains that during the course of the interview some of the questions that may be asked could touch upon some of the things that the member is being suspected of.

Advised that he can stop at any time that he can choose not to answer a question.

Interview

I am sure you understand what a PI is, I am only here to assert the facts. You are currently the person of interest in this investigation. This is your chance to explain what happened or what may have led to this. I want to hear from you.

The member went through his background.

Wanted to know how the turn over process went.

The turn over process wasn't the best. He was expecting more. He stated that he went to the I stops that he was required to do prior to reporting.

What were some of the things that you discussed with Admiral Gilday?

He spoke with Admiral Gilday about how things went for him at Seventh Fleet. Then they discussed the Command Letter.

Asked if he went to NCTAMS LANT wanted to know if he understood the chain of command.

He did understand the chain of command.

(Moments of cross talk inaudible)

They both spoke about how hectic the command turnover was. He explained the duties of NCTS Sicily.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

(Moments of cross talk inaudible)

We insure that all of the systems have power, and we make sure that things are running smoothly. They call our command to get the results when something goes down.

What was your assessment of the command?

The command needed work. They had poor communication, and he wanted to get that together. In addition to the issues in the N3 department. He stated that some of the techs were completely trained, and he is working on that also.

Have you instituted comrels since you have been out there?

Yes, we are still making an effort to foster a good relationship with the Italians. (Inaudible) currently working with the head comrel lead on the base and they began doing two or so comrels a month. The command eventually ended up adopting a school.

How was the selection of the school made?

The school reached out to the comrel lead, and the team decided they could support it.

Did you use the government vehicles to support the comrel like driving people back and forth?

No we drove ourselves. In our own personal vehicles.

Did you use the vehicle to pick up supplies or things like that?

I did not. Not that I know of everything was transported using people vehicles.

Did you ever use a duty drive to pick up material or something to escort that?

No

Did the school provide... What was the project that you were doing?

So the teachers wrote a list of things that they wanted. Like can you donate XY and Z. Also they wanted to know if you could refurbish.

Whose idea was it to donate material.

Was it Doctor Pennetta (Comrel Lead)

How would you describe the first day of the comrel?

He stated that he wasn't there he had meeting that he had to attend. However, he said that he did go back around 1400 in civilian clothing, and he assisted with painting. When they were completed with the day others went home and he went back to work.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Asked were there any issues that day.

He said that they were unable to complete the job due to the fact that the ceilings were too high. Also the paint that they bought didn't allow for a quick job they had to do a number of coats of paint which led to only a few rooms being painted. Due to the fact they couldn't finish the painting in that one day went back and completed the job the very next week.

Where did the paint for the second comrel come from?

He went and bought paint two time the first time was for the first evolution, and the second time was to finish the job.

Where there any problems with sailors that were brought to your attention?

No none.

Due to the fact that they have five different sites, he stated that every Thursday the Triad is in a different location seeing the people because it was a complaint that was raised. He also has a check-in and check out process where he can hear the concerns of the sailors and regarding check-in he would like to see the sailors within the first 72 hours. Check out he likes to give the sailors at least an hour so that he can figure out if all their check out needs were met, and to ask them what can they be doing better.

Were there any issues with the Children while you all were participating in the comrel?

The kids were very loud and unruly, and it was a sight to see.

Did any of the sailors bring anything to your attention about the comrel?

To his knowledge the children were building bonds with the sailors because they were going back and playing games. There was so much of a familiarity that the children started asking for certain sailors by name when they didn't see them.

So you got positive feedback?

The entire situation has been absolutely positive. Nothing but a positive interaction across the board.

Do you remember the name of the school?

Capora Middle School

Did any of the sailors express to you that they didn't feel safe?

Absolutely not

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Did any of the sailor's report to you that there was inappropriate language or questions asked?

No sir, they have plenty of time to tell us.

What was the last comrel with the school?

He didn't remember the exact date, but he believed that the last day of school was sometime in May or whenever they finished their school season.

Are you planning on renewing the comrels when the school year starts?

Absolutely. He also stated that they would like help with things other than painting. Having some of the sailors assist with English, and other skills like that.

Are the comrels normally conducted on the weekends or during working hours?

He stated that they are normally done during the working hours. They were confined to certain times that they could actually go to the school which meant that the comrels had to take place during the working hours.

Did you all try to go out on your own to find comrels or did you only work with the comrel lead?

He replied no they only do them with the comrel teams, because that is what they are there for.

Who are the people on the comrel team?

(b) (6) and (b) (6)

What are the regulations for uniform wear to these type of events?

Certain areas were allowed at the CO's discretion anything outside of those areas had to be approved by the region.

Did you ever fill in for the base CO when it came to events like this?

He talked around the question for a moment and then answers that he did stand in for the CO with a number of other officers when they came to the school to discuss leadership.

Did you ever go to a ceremony with a lot of people dealing with the military police?

Yes. There were events all over and other CO's and officers went to events like that also. The Cavalieri treated them very well because it sounds like it was the first time the military had shown up to one of those events in decades.

Why did you put so much emphasis on comrels? It seems like they have ramp up.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

He stated that it wasn't something that he ramped up, it was more the needs of the school that ramped up the need for more comrels.

Outside engagements and events?

Members of the command were called on to receive awards for all of the work that they were doing in the area.

Has your comrel up-tempo gone up or down since you reported?

The comrels aren't really going on now because school is not in session, but the first classes are doing things and they want to do them on their own he stated that he supports them in that.

How many people are normally there for the school comrels? Is there a limit?

It was more so dependent on the need of the sailors. 10 plus normally with the CO and XO.

Did you get enough volunteers for the follow up visits?

He stated he didn't know.

Were the sailors ever directed to go on comrels because you didn't have enough people?

He seemed confused by the question, but responded with a we let the people run the show and figure it out.

How many school comrels did you attend?

He stated that he attended two.

Is your office near the admin department?

At that point it seems like he explains where his office is by either drawing it or showing it with his fingers on the table.

Was there ever a time that admin closed down so that everyone could go to the comrel?

No

Would you have known if admin were closed all day?

No, he stated that they normally have hours when they are closed.

Did the XO ever order admin to close down for a comrel?

Absolutely not that I know of.

Was the level of volunteers ever discussed at a department head meeting?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Never. It was only discussed at the comrel team meetings.

So you were never aware with an issue getting volunteers?

Not that he could remember.

Was there ever a word voluntold floating around?

That never made it to him he didn't know about people being voluntold to show up to volunteer events.

(For about 4 and a half minutes the CO goes on and on about how NCTS Sicily is going to be a professional establishment where people come and feel respected. It's going up and down the chain of command because that is something that he wants. He wants people to feel comfortable about coming to leadership.

Did anything happen at the school that made you rethink the level of support to be provided.

There was one event which he discusses. After the painting was completed one of the students must have punched a hole in the wall.

Do you feel that the level of effort with the comrels is sustainable with the amount of work that there is?

He said yes. He also alludes to the fact that if there was an issue with someone and their work at the office someone would have brought it to the chain of command's attention.

Has the balance of comrels and work ever been brought to your attention?

No. He stated that no one has said anything to him about the comrels being detrimental to the mission. He did bring up the time that it was brought up in the CO's suggestion box and he reached back and asked how since the members who were volunteering were day workers and not on any watch rotation, and the question just went away.

Asked about the CMEQ survey.

He thinks for a while, and says that he is completely drawing a blank regarding the survey results.

What was the state of the building when you took over?

He stated that the state of the building was extremely poor.

What did you do to fix that?

He stated that they did a lot of self-help projects to make the building look better starting with his office.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Where did the paint come from?

He stated he bought it?

What store did it come from?

(Inaudible)

Did your team paint?

Yes, the command painted. It's a beautification project. It sounds like they do beautification projects around the command.

What is the process for the beautification?

Every two weeks the sailors get together and they paint and mow, and things of that nature.

How do I get the items?

You go to public works.

(Section Inaudible.)

Are you aware of any requirement for hazardous materials?

Yes, every command has that program.

Is paint considered hazardous?

Lead base yes, oil based no.

How do you go about ordering stuff from the base?

(Answer inaudible)

Did anyone bring up the process of getting paint?

No

You said there was paint left over to paint the secretary's office?

Yes.

I am trying to get the chronology.

You bought the paint?

Yes

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

From what store?

A hardware store

An out in town?

Yes

Did you buy it during the work day?

On the weekend

How did you get to the store to buy it?

I drove my car.

You drove your own POV

Yeah

How much paint did you buy?

25 Gallons one of brown one of white

Was it oil based?

Water base

Where did you take the paint?

My house

Did it stay in your home until you came to work?

Yes, it stayed in my home until I came to work.

What did you do when you came into your office, and you had paint in your truck?

I told the XO that I have the paint and I gave them my car keys and they went and got the paint out of my car.

They didn't use it all that day right?

No they did not.

Do you know what they did with the paint?

No I am sure they stored it in right place.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Are you normally the last person to leave the command or how late do you stay?

It depends.

Do you know what the process should have been for storing the paint?

He trusted them to store the paint correctly.

What were some other changes that you initiated when you got to the command?

Getting the building to look better. Making sure the spaces are cleaned and making sure from the top down that things look better. Updating equipment management program.

(Question and answer inaudible) 1: 05

Did you do anything with awards when you got here?

Told chain of command members if you feel that you have people that deserve spot awards that put them in and we will make sure that they get recognized.

How is the spot NAM program being run?

(Inaudible, we get input from the chain of command (inaudible))

Was there ever pushback for the SPOT NAM?

We've only given one. The N1's career counselor got a spot name and the N1 didn't agree with it at all.

So you got feedback and you updated the program?

Yes, because there isn't one thing that a professional cannot address in this command.

Did you ever say that you were sent here to fix the problems of the previous CO because they didn't do the job right?

Absolutely not. That is ridiculous.

Did you say I don't fuckin want to hear anything about Captain Hocutt again?

Absolutely not.

Have you sworn?

No but I've been stern to a department head behind closed doors.

You've never sworn among a group of people?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

No

Ever use the F word?

No

S word?

No

I understand you said it's not your style have you ever deviated from the norm and sworn?

No

What would you do if you heard that type of behavior?

Warned people.

Among your department CO and LCPOs do you see as your top performers?

They are all top performers.

Other than one senior chief, have you had issues with other Chiefs?

No

Were you given any direction by Admiral Gilday to fix any mistakes of the command?

No at all

Captain Grady

No

(For about two and a minute he rambles on and on about how great the command is and how his has the best staff, and his Italian nationals are the absolute best. How the command is the standard in the area and how they are assisting out commands in being the best.)

Have you said to anyone that you don't want to hear Captain Hocutt's name being said?

No

Would there be a reason why people would get that impression?

He doesn't have an idea why they would.

Were there any concerns about Captain Hocutt's performance as a CO?

Not that I know of.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

How would you assess your commands knowledge of the technical

Above average. I get trained weekly by a sailor.

Who conducts the training?

First and second classes

Have you ever noticed that the people that are providing the training are on watch?

I don't know they just send the people to him.

How long are the trainings?

About 30 minutes or less

Are the trainings effective?

Yes, I have been learning a lot

Does your job require you to have SIPR access?

Yes, absolutely.

How often do you use SIPR?

Twice a day normally, some days more than others.

Do you know how long you can do without logging into SIPR before it deactivates?

I don't know.

Has it happened to you?

Yes, it has.

So had you not logged on in more than 29 days?

It did happen and I corrected the deficiency

(Inaudible question)

Took a long time for his SIPR token to start working.

What were you trying to do to get your SIPR issue resolved?

I talked to the security manager.

How long did it take you?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

I can't tell you how long it took them to get the issue resolved. About a month in a half.

Did you ever give your token to a sailor and pen and tell them to log on for you?

No absolutely not

As far as you know, no one has logged in for you?

No nobody

Did anyone log in not in your presences?

No

Have you even given your token while you are on travel?

No absolutely not.

Do you leave it in your office?

Keep it in my bag and my bag goes everywhere with me.

So you keep it in your bag.

Yes, I keep it in my bag that goes everywhere with me.

Where you ever told by Admiral Gilday to conduct Theater Security Cooperation? Was that at the Fleet level?

No at the command level

If we look at one of your MFT's does it say anything about conducting Theater Security Cooperation's?

No

Where you ever directed to conduct Theater Security Cooperation's?

No

Did he say anything about winning the hearts and minds?

No, but he did say that I should work on the relationship between the US and Italians.

Can you tell me about last Friday kind of what happened?

Drew a blank.

Was there a GMT or training held last Friday?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Yes.

Where you there?

Absolutely.

What did you talk about?

All the topics they were interested in.

Did you get upset during the training?

I didn't have a reason to get upset it was a good training.

Did you get upset at all on Friday that you recall?

He speaks about a CPT and about a LT that was giving training and wasn't being the most professional and he was upset about that.

Sounds like it could be frustrating was there any profanity used that day?

He speaks about his interaction with a sailor and brings the sailor before the chain of command.

Was there profanity used?

No

When you were very stern, what does that mean to you?

(The response inaudible) The portion that could be heard was just him having an intense conversation with the LT that was being unprofessional.

Do you view being stern above the norm? You are not very stern all the time?

No, you want to keep it low because if you keep it high people get numb to it.

Do you have conduct that you think is too high? Like screaming or swearing is that something that you would use?

No. I believe in being stern.

But not the cursing?

No, when I get excited my voice raises.

LCDR Scheetz mentions his wife is Puerto Rican.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

The Captain is also Puerto Rican. They have a conversation about where both of their families are from, and that he lost his father.

Was everything okay with the Hurricane?

Yes.

Do they have power now?

Yes, they are still struggling, but they have power.

The Captain asks for a break, but before the recording ends he speaks about a family member that attempts suicide.

Interview #2 1127

Describe to me the problems that you have been having with the mission.

Most of the response was inaudible) From what could be heard it sounds like a piece of equipment went down which effected video communication during the CUB.

Was the initial assessment correct?

The initial assessment was partially correct. He stated that they need to figure out how the admissions issue was corrected. He stated that everyone needs to work together.

When you discussed the outage after the CUB, did you discuss it on the watch floor?

(Answer inaudible for the most part)

When you were talking to the team at the CUB did you ever say I was fuckin embarrassed, I want a fuckin brief, how did this fuckin happen?

I said that but the f words were not there.

Did you have a high level outage that affected SIRPNET?

We have outages like that all the time (or words to that effect.)

How would you handle a SIRPNET outage on the base?

Dependent on the time of day they will either send out an advisory, if it is first thing in the morning he would like for his people to send a note to tenant commands letting them know what is taking place.

When you had that conversation was it resolved quickly.

Absolutely

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Do you recall having them call DISA for the outage?

I don't recall that.

Did you ever go to the watch floor and say you better fix this or else?

Absolutely not.

Have you ever lost your temper in a way that you regretted afterwards?

Not at this point.

Has there ever been a security spillage?

Not really a spillage (much of the response inaudible)

Was there ever an issue of TS passwords being stored on SIPRNET machine?

That has happened, at the very beginning of his tenure. But they fixed it by correcting the problem and giving training.

How did you correct the problem?

They went about properly storing the items that needed to be stored and discarding the items that needed to be discarded via a cross shredder.

Where there any disciplinary actions taken did a watch stander lose qualification?

There was one watched stander that did things extraordinarily wrong. They took the warfare qualification and made her go through the program again.

How long did the re-qual take?

I could not tell you.

How long does it normally take to qualify?

I couldn't tell you.

So she was JIPSOC watch officer?

Yes

That's the highest watch you have?

Yes

So you don't know how long it takes to qualify.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

No I don't know how long it takes.

You said you consulted with the JAG office?

Yes, you use them because they are the expert.

When they get legal advice from the JAG do they normally report that back to you so that you know the recommendation that was made?

Absolutely, Yes

Does that include ethics advice too?

Yes, no one has an issue with that

Do you ever get advice on the use of government vehicles?

Yes, but every time we use it, it's for official business only.

Do you remember what they recommended you not do?

They said I could use the government vehicle to get the supplies that were spoken about earlier, for the use of fixing my office, but not for the comrel.

So the recommendation was you can use the supplies for your office but not the comrel?

That is correct. That never even came up using it for comrel.

Have you gotten guidance that it's okay to transport people in the government car for official business but not supplies?

That has never come up to him at all.

No one ever brought up a legal or JAG opinion about the comrel thing?

Yes, nothing for the comrel, but yes about the beautification of his office.

You've never gone against the JAGs recommendation?

No you can as the JAG yourself.

Do you know why you don't have SIRPNET in your office?

What he was told was that the command got inspected and there were so many hits that they decided to move SIPRNET from the building.

On watch floor and areas like that what is the classification setting?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

Secret

Other than the watch floor and those areas what is the classification setting?

Unclass

Has your office been designation an RAA?

No not since I've been there

Has anyone ever brought classified material to your office?

Secret Material yes.

Did they discuss the material in your office?

No they were just waiting.

How would you say your admin team is on paperwork?

I hear that they are very affective.

Have you had issues with correspondence? Things being sent late to HQ?

No not at all.

Was your FITREP ever turned in late?

No

Did you ever ask or task subordinates to write you FITREP?

No, absolutely not.

At a department head meeting did you ever say you need to provide with input of what you do?

I have not done that.

Have you ever asked someone to gather your bullets for you FITREP?

No

So to your recollection you were never upset that your FITREP was late?

Absolutely not.

If your FITREP had been delivered late who is responsible for it?

I am.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

You never assumed someone in the command was responsible for letting you know when your FITREP is due?

No I know when they are due I've been a CDR for a while.

And you never told any of your subordinates to write your FITREP?

Absolutely not.

Have you ever asked a subordinate to schedule personal travel for you? Make medical appointments?

Medical appointments yes.

How did that go?

He told (inaudible) if they could schedule an appointment one was for his stomach the other was for the eye doctor.

What about personal travel?

No

How would you describe your temperament?

I am easy going and relaxed.

When people don't meet your expectations how do you deal with that?

I speak with my Master Chief, and tell him that we need to fix somethings with perspective groups.

How do you react to criticism?

He never really responded to the question he just speaks around the process of how the command goes about addressing things that are brought up in brown bags, and how they get the information back to the sailors.

Was that always the case?

Since I got here.

Was it always run like that?

No he did the first one himself and then after that he started bringing the CMC in.

Why did you bring the CMC in?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

It's good to have the advice of the Senior Enlisted Leader there.

Were there any complaints with having the CMC in?

No

If you were only there by yourself do you see any appearance issues?

No

Or perception issues?

No

Can you walk me through the CMEO process?

Essentially he states that they followed the POAM for the CMEO survey to the letter.

What were some of the issues that came out of the survey?

He drew a blank and stated that some people used it as a complaint session, and not in a professional manner.

How would you characterize the out brief?

The sailors asked questions everyone was engaged and it was professionally done.

What were some of the things that were going to your mind when you were having the talk?

His issue was the way people brought up issues. He wanted people to do it in a professional manner.

Do you recall saying something like if you have a problem with the decision that I made you need to stay in your lane?

He said that he said something similar to that.

What did you mean by stay in your lane?

No answer

What would be an example of not staying in your lane?

Staying in your lane is going from the lowest level directly to the top.

So Chiefs and Officers felt like the subordinates had direct access to you.

No, to the previous leadership.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

If I was talking to your Chiefs Mess or Officer Mess would they say that, that has improved?

(Inaudible) Doesn't really answer the question. Just speaks about how he tries to get this information from the sailors in the out brief. He also addresses the investigation and states that it feels like a personal vendetta against him, because he has given sailors all the opportunities in the world to address issues directly with the chain of command.

Can you give some examples of when that has happened?

There was one issue that happened in the CPO mess and we handled it. The Chiefs told him that he showed up late for a meeting. The Senior chief told him that he was late to command PT and he said you are so right, and I will fix myself, and he asserted that he did.

Last Friday did you receive full speed ahead training?

Yes, I was there

Did you talk about loyalty at that training?

You have to be loyal to the process. Allow others an opportunity for the process to run its course.

Do you know when the investigation letter was sent to you?

He believed that he got the letter on Thursday.

Do you feel that this investigation was like going outside of the chain of command?

Absolutely.

Does it concern you that investigators are coming, and you are telling people to be loyal to the process?

I am not saying to me I am saying be loyal to the process.

You said me as the CO?

I am saying give me a chance to fix the process

Do you feel like that is proper to be putting that out when you know inspectors are coming?

Didn't answer the question, but stated that he is a firmly stands by the fact there is nothing that they can't handle at NCTS Sicily.

LCDR Sheetz spoke with him about how some of the things that are mentioned in the report which started the investigation one of which being reprisal.

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

So you don't think saying something about loyalty would lead someone to be less than forthcoming?

Not to me.

Where you thinking about that?

I wasn't thinking about that what so ever

Do you have concerns about that?

I am saying when you are having issues we have to allow the chain of command to address it.

Do you remember saying something like trust the chain of command?

I said you should use the chain of command.

If you are going outside, you are selfish?

I didn't make that comment.

How long did you talk about loyalty?

That was the only time I mentioned it.

Nothing like 29 minutes?

Absolutely not

Would it surprise you some of the people said be careful what you say around the CO he may over react?

I would be surprised

Is it sometimes possible that you overact?

I don't see myself as over reacting I like to sit down and talk about issues.

How would you describe your leadership style against the XO?

He is a very nice guy and we have the tradition arrangement of discipline.

(Inaudible cross talk)

Staying in your lane, staying in the lifeline is that something you think?

Report it to the proper process. That's what he meant. Stay in the lane of the chain of command.

Stay in the lifeline?

Summarized Transcript of Interview of CDR Manny Cordero, 24 August 2018

I don't know what that means.

What is the chain of command process?

Work center Sup, LPO, LCPO, DIVO, Department Head, at some point its CMC, XO, and CO.

So you know where it would be okay to skip that process?

Sexual Harassment something really bad. Common sense applies. We all have common sense. You are talking about typical issues.

What is the process for reporting sexual harassment?

We formally train the command on reporting options for Sexual Harassment.

Can the person make an IG complaint would that be considered going outside the chain of command?

(Response inaudible)

(Cross talk) The question was covered by the cross talk.

How would you assess the command climate currently?

The moral is high and people feel like this is a family environment.

Is this the same feedback you are getting from the chiefs and officers?

Yes, with the exception of that one senior chief.

LCDR Scheetz recited a bible verse about baring false witness, and then he asked if there was anything that he wanted to address before they make their report to the admiral?

Are there any mistakes that you have made?

He doesn't answer the question. He just talks about how he was taught to lead.

Transcription of Select Portions of CDR Cordero's Recorded Interview
Times Listed are from the First Recorded Portion

COMRELS (23:40)

Q: Specifically for that COMREL, did you ever use a government vehicle to support the COMREL, like driving people back and forth?

R: No, we drove ourselves, in our personal vehicles.

Q: Did you ever use the vehicle to pick up supplies or do anything like that?

A: I didn't, I didn't, we didn't use anything like that, that I know of, no, anything was transported in people's vehicles.

Q: Did you ever use a duty driver to pick up material or something to escort back?

A: Nope, nope, nope.

Q: Did the school provide, what was the project that you were doing? (24:30)

After talking to the teacher, the teacher come up with a list of what they wanted,

The list came down. We publicized boxes for donations

...

Q: Is it normal that the school provides the material and the Navy provides the bodies?

A: They had no money for materials whatsoever.

Q: They had no materials, whose idea was it to donate materials?

A: The school asked for materials.

Q: Ok they asked for materials.

A: Absolutely.

...

A: They wanted to refurbish the walls and the painting. So there was some material for that, so I paid for that out of my own pocket.

Q: You did, how much money did you spend on materials?

A: I think probably about 500-600 materials, out of my own pocket, um hmm.

...

Q: How did you get the materials?

A: Say again?

Q: How did you get the materials?

A: I went and got my vehicle and picked them up. And then, uh, in one instance I asked the Operations Officer to use his vehicle. There was lengthy wood to pick up and we got that. **(26:15)**

GOVERNMENT VEHICLE (27:20)

Q. Is it normal practice that the duty driver takes you to the airport?

A. Uh, the duty driver has not taken me to the airport.

Q: The duty driver has never taken you to the airport in an official capacity?

A: Uh, the only time they ever took me to the airport was on official business, Master Chief and I, we make uh a trip to, uh, Europe, on official business.

Q. Do you remember who the driver was?

A. Say again?

Q. Do you remember who the driver was?

A. I don't remember the driver, no, I don't remember the driver.

Q. Did you stop anywhere on the way?

A. No no we went straight, they dropped us off, uh, from point A to point B, we were picked up at...Master Chief and I drove to NCTS, and then they picked us up and dropped us off at the airport, and then back.

Q: You didn't stop at Bricoman and buy paint for the COMREL?

A: No, I uh I stopped at Bricoman after working hours with uh, uh eh one of my people, and we bought, uh, some paint and stuff like that, but that was not on the way to an airport.

Q: OK

A: Yeah.

Q. So when you bought the paint, do you remember which, was that before you started the COMRELS at the school, was that the same day as the COMREL, when did you buy the paint?

A: Obviously prior to the COMRELS, it needed to be done prior to.

Q: So the day before, or?

A: I don't recall exactly, the days prior.

Q: So when you bought the paint, where did the paint go before the COMREL?

A: So uh (b) (6), they, uh, I went in, inside the store, he was there, uh with (b) (6), and then basically uh after they everything was already selected, uh I paid for it, and then uh I, I came back to home, and then they, they took it in their vehicles.

...

Q: How did you get the paint for the second COMREL visit? Where did that paint come from?

A: I went and bought it.

Q: How many times did you buy paint?

A: Twice. The first time and the second time... (b) (6) said,

CONCERNS ABOUT THE COMREL

Q: Were there any issues of problems with sailors, was anything that was brought to your attention?

A: Nope, no, no zero. (pause) Zero problems because I have a lot of ways to get to the sailors. We have a lot of way to get to the sailors. ...we got programs, we got brown-bags,

Q: Did any sailors approach you at any point and raise concerns about their experience at the COMREL?

A: No what we learned is....(relates experiences)

Q: So you got positive feedback?

A: Absolutely.

Q: Did you get any negative feedback?

A: Absolutely not. This has been absolutely nothing but positive across the board...(35:37)

...

Q: Did anyone ever express to you that the sailors felt unsafe? (36:30)

A: Absolutely no sir. No one.

Q: Did any of the sailors express to you that there was inappropriate language or questions asked?

A: No sir. They have plenty of opportunities to tell us. We have all these meetings that we have in place. They never tell that to us at all...

...

Are you planning on renewal the COMREL when the school year starts?

A: Absolutely, once we start again in September...

...

Q. Are the COMRELS usually composed on weekends or working hours?

A: On working hours

SAILOR PARTICIPATION IN COMREL AND COMMAND VISION

Q. Did you get enough volunteers for the follow-up visits as well?

A: Uh, uh, I don't know, the coordinator can handle that piece.

Q. Did you ever direct sailors to go on COMRELS cause you didn't have enough people?

A: No, it was, like I say, let the people run the show and they'll figure it out. What they need and work with the XO.

...

Q: Have you gone on COMRELS yourself sir?

A: I attended two of them...

Q. Is your office near the Admin department the way the building is structured?

A: So my office is here, here is XO, right across from me is my secretary, then the N-7 shop, then a door, and

Q. For the COMRELS, was there ever a time that Admin closed down, so that everyone could go to a COMREL? **(45:31)**

A. No I was never told that you had to close down the Admin to go to a COMREL project, I've never been informed of that, the Chief never mentioned that.

Q. Would you have noticed if Admin was gone all day?

A. Uh, no, they usually have their hours when they're closed for training purposes, or whatever other needs they have, but no.

Q. Are you, did the XO ever order Admin to shut down?

A: Absolutely not. Not that I know of, that he had told me.

Q. Was it, was the level or the requirement or the desire for volunteering every discussed at a department head meeting? 46:10

A. No, never. That was never, uh, never, it was just discussed at the biweekly meeting that I have with the COMREL team. What was discussed there is whatever the number of volunteers they work out, our soldiers are amazing sailors, they are very, very what do you call them, mature sailors for the most part, they are very engaged.

Q. So you're not aware not there was ever a problem of getting volunteers?

A. Not I know of, no. They never mentioned in any of the meetings that I had with them that there was a problem ever.

Q. Was there ever a term called voluntold? You will provide these bodies, if you don't provide these bodies I will direct these people to go to the COMREL?

A. Uh, ah, that never made it to me.

Q. Never discussed it?

A. Never discussed it. I've never discussed it at any department head meeting. (47:14) or at the meeting with the Chief Petty Officers, or the meeting with the COMREL Project. If that were an issue that could have easily been brought up there and we could have addressed it. And just something else let me add, something that we discuss at NCTS Sicily, there is not one thing we can't discuss at NCTS Sicily, in our lifeline. Always give the opportunity for the chain of command to resolve any issues you might have, because there's nothing that the chain of command can't address. We're professionals, the ideals that we have at NCTS Sicily are the following: do not allow cursing (47:52), do not allow talking down to people, it has to be a completely professional environment. Why that is important to me, because if want to ___ people innovation, if you want to create a professional environment,...(discuss about NMPS and Cisco systems). The people love it being there. That's the kind of environment we've created. When you cross the turnstiles you love being at NCTS Sicily because you're empowered, it's respectful, and it's professional. And also, we tell the leadership ...

48:45 when somebody makes mistakes you don't belittle people, you talk to them, and give them the opportunity to grow., ok, and that's our philosophy at NCTS Sicily, and we have done spectacularly well. I mean every time that I check, I walk around, I ask how are we doing, how's the morale? ... It's high, we're in the right spot. People feel it's the atmosphere of a family environment the entire time.

...

How fortunate we are to be here, it feels like a dream, I'm the luckiest man alive, all the feedback I get from everybody is extremely positive. 49:33 This is the greatest job. It's about giving back... When this situation came about, I was in complete shock, I was like, where did this thing come from? Ok, and how is this possible? Because we have some many ways to talk about any issues that you would have with the command. 50:10 We're all approachable. The Triad is gelling the way we're supposed to be. Always talking, always communicating, always asking for feedback. At the end of the day I tell people,

it's not about me, it's not about me, it's not about me, this is about the command, the people, our nation, the mission we do...50:40

Q. Was there ever anything that happened at the school that made you reconsider the level of support?

A. Yes, after we completed the painting one of the kids, was told by (b) (6), they punched a whole in the wall, the Triad said, see what just happened. The XO called... We can not do something good from the school...52:33

CRITICISM OF PREVIOUS CO AND SWEARING

1:08 Q. At a department head meeting, or, you going back to how your initial impressions here, and your impressions from Admiral Gildey, your impressions from CAPT Grady...Did you ever at a department head meeting, or at the command writ large, ever say something to the effect of, "I was sent here to fix the problems of the previous CO, because they didn't do the job right, so they sent me?"

A: (Laughing) Absolutely not. Absolutely not. Absolutely not. Oh my God, that is ridiculous. That is completely ridiculous.

Q: Did you ever say, "I don't fucking want to hear anything about CAPT Hocutt again. He's gone and I'm in charge."

A: Absolutely not. CAPT Hocutt's a good friend of mind. A prior enlisted, both of us.

Q. Did you, you said something earlier about professionalism, and you don't want people to swear or yell or degrade people. Have you sworn?

A. Nope, but I've been stern to a department head behind closed doors.

Q. You've never sworn in a group of people?

A. No. Absolutely not, not my style.

Q. You've never used the F- word?

A. No.

Q. Or the S-word?

A. No.

Q. Or anything?

A. No, no.

(Discusses sternly counseling N-3 department)

Q. I understand you said, "Not your style." Are there ever times when you deviated from the norm and have sworn at subordinates or in meetings?

A. No. Absolutely not.

...

Q. Where you given any direction by Admiral Gildey to fix the command, or did you have any impression that NCTS Sicily was not performing well, and you were sent here to correct it? **(1:11:57)**

A. Absolutely no sir. We never discussed anything like that at all.

Q. How about CAPT Grady, did he ever say anything like that?

A. CAPT Grady, absolutely not.

...(digression concerning current state of command)

Q. Did you ever tell anyone that you didn't want to hear CAPT Hocott's name mentioned at all?

A. Absolutely not. Why would I say that? That makes absolutely no sense. CAPT Hocutt is a great friend of mine.

Q. Is there any reason people would get that impression, you think?

A. I have no idea why people get that impression.

Q. Did you have any concerns, did CAPT Hocutt, were there any concerns about his performance as CO, from your perspective?

A. I don't have any! I mean (pause) he's a great American and a great officer. **(1:14:37)**

...

(Times are Now from The Second Recording)

Q. When you were describing what happened at the CUB, did you ever say, "I was fucking embarrassed. I want a fucking brief. How did this fucking happen?" Did you ever say that? **(6:50)**

A. I said that except the f-words are not there.

...

LEGAL OPINION CONCERNING GOVERNMENT VEHICLE

Q. Did you ever get any advice regarding the use of government vehicles? **(18:28)**

A. Uh, yeah, any time we use them, it's for official business only, that's the advice that I got.

Q. Have you ever gotten advice saying it's OK to transport people in a government vehicle to official business but it's not OK to transport material or anything for a COMREL?

A. That has never come up to me at all. No, no, no. I have no knowledge of that whatsoever.

Q. No one ever brought to you a JAG opinion or legal opinion regarding the COMRELS, although you did get one regarding the renovation of the office?

A. Noone brought anything up to me of that nature.

PRAISE FOR ADMIN DEPARTMENT AND LATE FITREP INPUT

Q. How would you say your ADMIN team is on paperwork?

A. Oh they are fantastic. And it's not me, that's the feedback I get every time I go around the command. That they are extremely effective, that they are great people... They are extremely professional, they are extremely professional, the N1 team is fantastic. The chief petty officers, the enlisted people, they are phenomenal. Top class...they are quality.

Q. Have you ever had issues with correspondence, things being submitted on time to higher headquarters?

A. No, not at all...(discussion on awards)

Q. How about your FITREP, was that ever late?

A. No, no, not that I know of, no.

Q. OK. Speaking of your FITREP, did you ever ask or task subordinates to write your FITREP?

A. (Laughing) No! Absolutely not. (laughing) Oh my God, no. (laughing) Absolutely not. **(24:40)**

Q. Did you ever at a department head meeting tell them, hey, you need to provide me bullets of what you do and it needs to be written like I'd write my own FITREP for my block? You know, "CDR Cordero is...fabulous officer and his team does the following..."

A. I have not done it, no.

Q. OK.

A. Oh God, this just makes no sense.

Q. Have you ever tasked anyone else to gather bullets for your FITREP?

A. No. I can write my own. (pause) I mean there's only been one.

Q. So in your recollection you were never upset that your FITREP was late and you were concerned about notification of when your FITREPS are due or how they're done?

A. No, absolutely no. The only thing that I was trying to arrange was the debrief. That has never happened. There was no issue with the submission of the Fitness Report. Nothing whatsoever. It was all about the debrief. **(26:10)**

Q. If your FITREP had been submitted late, who is responsible for it?

A. I am.

Q. You'd never assume that someone in your command is responsible for telling you when your FITREPS are due, or how they get done, when they get done?

A. No, no, I've been a CDR for a while so I know when they're due. (laughing) It makes no sense either.

Q. And you never directed any of your subordinates to write your FITREP?

A. Absolutely not. Why would I have somebody junior than me write it, when I can write it? What would they know to write? That makes no sense. That makes absolutely no sense.

Q. Ok

A. (laughing) That would be really a funny story.

Statement of (b) (6) USN

In the week of 9 September 2018, CAPT Kristian P. Kearton, USN interviewed (b) (6) (b) (6) USN telephonically. (b) (6) USN provided information in substance as follows:

Q: How long have you been in the Navy?

R: I've been in the Navy 17 years. I've been an IT for 13 years.

Q: How long were you the ISSM at NCTS Sicily?

R: I was the ISSM at NCTS Sicily from May 2017 to July 2018.

Q: Did CDR Cordero ever ask you to login to his SIPR account using his SIPR CAC and PIN?

R: Only in his presence to initialize the card.

Q: Did you ever login to CDR Cordero's SIPR account with a PIN so that his SIPR account would not be locked out?

R: No never.

I have had the opportunity to review and make corrections or amendments to the foregoing statement that was prepared by CAPT Kristian P. Kearton. The information herein is correct to the best of my knowledge.

(b) (6)

12 SEP 2018
Date

Note from Investigator: This instruction is in revision, but per the Base PAO she is not planning substantial revision to the language pertaining to "Community Relations".

NASSIGINST 5728.1G

PAO

Date

U.S. NAVAL AIR STATION SIGONELLA INSTRUCTION 5728.1F

Subj: PUBLIC AFFAIRS OFFICE (PAO)

Ref: (a) SECNAVINST 5720.44B
(b) OPNAVINST 5290.1A
(c) CHINFOINST 5720.8A
(d) SECNAV INSTRUCTION 5720.47B (DON policy for content of publicly accessible world wide web sites)
(e) Social Media Handbook for PAOs - 2011 Edition

1. Purpose. This instruction sets forth the responsibilities of the Naval Air Station Sigonella (NASSIG) Public Affairs Office (PAO) policies and procedures to be followed when requesting services.

2. Cancellation. NASSIGINST 5728.1F

3. Discussion. The PAO serves as senior advisor to, and representative of NASSIG Commanding Officer (CO) on all matters regarding the public image of the command. As such he/she interacts at all levels throughout the command. The public affairs principles include accountability to the public, full disclosure, expeditious release, and alignment with regional and Navy communication strategies. Inherent in the position is the necessity of the PAO to maintain positive relationships and to be informed of issues with the potential for public image impact. Per references (a) and (b), the purpose of the PAO is to disseminate command information to internal and external audiences, liaison with military and civilian media, direct the command Community Relations (COMREL) program, and manage and approve information for the World Wide Web (WWW) including the official NASSIG social media sites and Commander, Navy Installations Command (CNIC) external website in accordance with references (d) and (e).

4. PAO Responsibilities. Provides insight and advice to staff on matters of public information/interest. In addition, prepares Response to Queries (RTQ) from media in relation to issues involving NASSIG. Develops/writes articles, photographs

events, and designs and produces the command newspaper for publication and placement into the NASSIG archive. Additional PAO duties include:

a. Releasing authority for external information including information on the NASSIG external website and official social media sites.

b. Coordinate civilian and military media embarks in support of local, regional and SIXTH Fleet and NATO PAOs.

c. Produce print and video products such as "Bienvenuti a Sigonella" that provides incoming personnel with the information needed prior to checking in to NASSIG. The PAO coordinates and collects information from NASSIG departments and tenant commands to include the most up-to-date information.

e. Coordination and liaison with NASSIG Security in regards to issuance of temporary photo badge request and the guidelines for photography on the installation.

5. Base Newspaper. *The Signature* is NASSIG's official command newspaper. It is a civilian enterprise paper published by a local contractor. The paper provides information concerning local and global military issues, and other items of interest to the Sigonella community. *The Signature* is published weekly, 48 times a year, and goes to print on Tuesdays and is delivered on Fridays. Funding is obtained through advertising, at no cost to the government. To request coverage of an event, contact the PAO at 624-5440 and provide pertinent information (subject, date, time, location, and a point of contact including telephone numbers) well before an event occurs. For maximum coverage, requests should be received at least two weeks before the event.

a. Articles. NASSIG PAO solicits articles from all departments, commands, and organizations for *The Signature*. The deadline for articles and photographs is Friday at noon one week prior to the date of publication. Submit articles electronically in Word format. Submissions must be on disk or submitted via email. Include full name, rate/rank of the author, job title or organization affiliation/title, a point of contact, and complete names and rates/ranks of people mentioned

NASSIGINST 5728.1G
Date

in the article. The PAO will release, when appropriate, articles to additional media outlets, i.e., local Italian media, Stars and Stripes, AFN, All Hands, social media, etc.

b. Photographs. Submission of Photographs is encouraged. They may either accompany an article or be stand-alone photography. Photos depicting actions such as Sailors at work are the most useful. Submitted photos will be used on a space available basis and may be used in any of the PAO internal information products. Photos of good quality and contrast will be accepted. All photos must be submitted through email at thesig@eu.navy.mil and must be hi-resolution, unedited, and saved in .jpeg format, or submitted at the Public Affairs Office with a Compact Flash or SD Card. Complete identification of individuals in the photograph and a brief description and date of the event must accompany each photo. List the full name, rate/rank and department/command of the photographer.

6. NAS Sigonella Online Products. Per reference (a), the PAO is the releasing authority for the NASSIG official webpage, <http://www.cnic.navy.mil/sigonella/>, and all official NASSIG social media sites (i.e. Facebook, YouTube, Twitter, etc.) in accordance with reference (e).

7. Strategic Communications. Provide guidance and assistance in the development and execution of region and installation strategic communication plans, while ensuring communication products are in alignment with region and CNIC strategic communication guidance.

8. Community Relations. The NASSIG COMREL program has developed relationships in the surrounding communities and is the expert in working with host nation organizations. The PAO is the ONLY authorized source of COMREL projects that occur outside the installation and will lead the facilitation of all projects for NASSIG and tenant command personnel. The PAO will coordinate and facilitate NASSIG and joint Italian Air Force (ITAF) tours as part of the COMREL program and engage the local media, community and civic organizations in an effort to uphold the highest image of the base. Engaging host nation government, civic, religious or any other organization is strictly prohibited without PAO coordination and approval.

NASSIGINST 5728.1G

Date

9. Photographic Coverage and Guidelines. The priority is photos for publication in the base newspaper, posting on NASSIG social media, and submission to Navy newsstand for further distribution. Morale-enhancing photography must be accomplished by the Collateral Duty PAO (CDPAO) for the individual department or command. Requests for additional photographic support outside of these priorities will be considered on an availability basis and can be requested by calling the Public Affairs Office at 624-5440 or the Navy Public Affairs Support Element, Sigonella at 624-6530.

a. NAS I & Marinai - Recreational and official photography is authorized on NAS I with no special permission required. Photography of any Entry Control Point (ECP) is strictly prohibited in accordance with 18 USC 795. Violations can result in fine and/or imprisonment.

b. NAS II is an Italian Air Force base and we are a tenant command of the Italian Air Force. All photo/video events MUST BE coordinated via the PAO and Security. Permanent photo passes are only designated for public affairs personnel and those required by job description and approved by the NASSIG PAO and Security Officer. Temporary photo passes, valid for a maximum of one week, may be requested by the department/tenant command (CDPAO) to document official command events and are issued by the PAO. Temporary photo passes must be requested 48 hours in advance of the event.

b. The PAO print shop provides the printing of official command photos in support of the commanding officer, NASSIG. All other request will be considered with the availability and allocation of resources. All photo's taken by the PAO are for publication purposes.

c. The PAO Studio supports photos for official officer photographs, roster photos of commanding officers, executive officers and command master chiefs. Photos for special assignment packages (i.e. STA-21, ISO Prep, Blue Angels) and Sailor of the Year/Junior Sailor of the Year/Bluejacket of the Year will be taken in accordance with appropriate instruction requirements on a case-by-case basis. For more information or to make an appointment, Navy Public Affairs Support Element, Sigonella at 624-6530 or contact the Public Affairs Office at

624-5440.

4

NASSIGINST 5728.1G

Date

10. Collateral Duty PAO Program. The key to an effective CDPAO is to maintain frequent contact with the NASSIG public affairs team. By keeping the chain of command and command PAO informed, the CDPAO can add extensive value to the department and tenant command's communication program. Training for CDPAO's is available through NASSIG Public Affairs Office and should be scheduled upon appointment as CDPAO.

W. S. Butler

Distribution: (NASSIGINST 5216.3R)
Lists I & II



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

5370
Ser N00/100107
8 Nov 11

MEMORANDUM FOR ALL PROSPECTIVE COMMANDING OFFICERS

Subj: THE CHARGE OF COMMAND

Ref: (a) U.S. Code Title 10 and Title 50
(b) Navy Regulations Chapters 8 through 11
(c) Navy Standard Organization and Regulations Manual
(SORM) Chapter 3

1. Command is the foundation upon which our Navy rests. Authority, responsibility, and accountability are three essential principles which are the heart and soul of Command. Effective command is at risk if any of these principles are lacking or out of balance. Further, a Commanding Officer's authority must be commensurate with his or her responsibility and accountability. This immutable truth has been the very foundation of our Navy since 1775.
2. As a prospective Commanding Officer, you have been identified as worthy of Command. You are to be entrusted with all of the authorities commensurate with your responsibilities. The decision to select you for Command was not made lightly; you were selected based on your demonstrated successful past performance and a determination by Senior Officers who have served in Command that you have the capacity to command, to accomplish the missions assigned and to uphold the standards of our Navy. This selection is an indication of the trust placed in you.
3. Just as Navy purposefully and deliberately selected you for Command, so too must you accept the extraordinary responsibility of Command with full regard for its consequences. It is the duty of every Commanding Officer to understand his or her authorities and responsibilities, prior to assuming Command.
4. While certain authorities and responsibilities will be specific to your command, there are some which are universal to all Commanding Officers; they are rooted in law, regulation,

Subj: THE CHARGE OF COMMAND

doctrine, and Navy tradition. The key laws and regulations that both empower and bind Commanding Officers are detailed in references (a) through (c).

5. Included as a part of your responsibilities is the charge that you will be held accountable to the highest standards of personal and professional conduct. The requirement for exemplary conduct by a Commanding Officer was included in the establishment of our Navy; Article I of the "Rules for the Regulation of the Navy of the United Colonies of North America," from 1775 stated:

"The Commanders of all ships and vessels belonging to the thirteen United Colonies are strictly required to show themselves a good example of honor and virtue to their officers and men..."

Today, the requirement for exemplary conduct of Commanding Officers is mandated by law. Title 10 Section 5947 of US Code states:

"All Commanding Officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge."

It is your responsibility to meet the highest standards of personal and professional conduct at all times. Indeed, meeting these standards of conduct is as critical as meeting our high standards of material, personnel, and operational readiness.

6. There are two accountability standards that we use to measure officers in Command. The first is the standard for measuring criminal behavior. This standard belongs to the

Subj: THE CHARGE OF COMMAND

courts and uses rules of evidence and procedure to determine, beyond a reasonable doubt, whether a violation of a specific criminal code has occurred. The second accountability standard is trust. Our Navy's decentralized command and control structure is built on trust. Without trust, we cannot delegate authority. Without authority, we cannot fulfill our responsibilities. Therefore, without the delegation of authority, we simply cannot effectively operate our Navy. Trust is a fundamental building block of our command and control structure and our ability to achieve mission success.

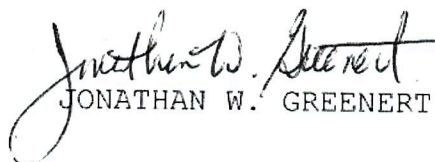
7. As a Commanding Officer, you must build trust with those Officers and Sailors under your command. You build trust through your character and in your actions which demonstrate professional competence, judgment, good sense, and respect for those you lead. This trust can only be built through personal interaction on a daily basis at every level in your chain-of-command. Human interaction remains the dominant factor in leading Sailors; do not fall prey to the belief that a variety of contact through electronic media can substitute in a meaningful way for the direct contact afforded by daily Quarters, Officer's Call or similar "face-to-face" leadership opportunities.

8. Once built, that trust is sustained by personal accountability - accountability to those same standards to which you hold those you lead. When trust and accountability are institutionalized in the routine of a command, the result is long-term success. When accountability is not enforced, the command and control structure, which is held together by trust, falls apart and the command eventually fails. Sustaining trust is what makes accountability critical to command. The Wall Street Journal captured this very well in an editorial column some years ago:

"It is cruel, this accountability of good and well-intentioned men. But the choice is that or an end to responsibility and finally, as the cruel sea has taught, an end to the confidence and trust in the men who lead, for men will no longer trust leaders who feel themselves beyond accountability for what they do. And when men lose confidence and trust in those who lead, order disintegrates into chaos and purposeful ships into uncontrollable derelicts." - Hobson's Choice Wall Street Journal, May 14, 1952

Subj: THE CHARGE OF COMMAND

9. A Commanding Officer must possess professional competence, intelligent good sense, the "nicest sense of personal honor" and meet our high standards of personal conduct and leadership. Our Navy has determined that you possess these attributes, and therefore, has entrusted you with the privilege and immense responsibility of Command. I congratulate you on this singular achievement and charge you to conduct yourself everyday in a manner worthy of the responsibility you have been given.


JONATHAN W. GREENERT

ACKNOWLEDGEMENT OF COMMANDING OFFICER LETTER

From: (Rank, Name) CDR JESUS M. CORDERO-VILA , 1820, USN

Commanding Officer, (Unit) NCTS SICILY

To: Commander, U.S. Fleet Cyber Command/U. S. TENTH Fleet

Subj: THE CHARGE OF COMMAND

1. On this day, 28 NOV 2017 (date), I, JESUS M. CORDERO-VILA (name) acknowledge that I have read and fully understand The Charge of Command.


Member Signature

Witnessed and received by, MICHAEL M. GILDAY (name), the immediate superior in command of the above signed commanding officer.


Witness Signature

DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: NCTS Sicily

Commander/Director: COMMANDER CORDERO

Admin Number: 1803454

Tuesday, May 01, 2018

Defense Equal Opportunity Management Institute

Directorate of Research

Patrick AFB, FL

Management or disciplinary actions should not be taken based
solely on the results of this report.

RCS: DD-P&R (AR) 2338

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PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*, *Section IV, Climate Factor Subgroup Comparison*, *Section V, DEOCS Summary of Survey Item Responses*, along with *Appendix, Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deocs.net>

I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
 - a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
 - b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
Green	Excellent	90% and above favorable responding	<ul style="list-style-type: none"> • Almost complete unit endorsement of scale • Area of excellence and maintenance/stability actions recommended
Blue	Adequate	Between 70% and 89% favorable responding	<ul style="list-style-type: none"> • Majority of unit endorsed scale and reached recommended endorsement threshold (70%) • Area not of concern but room for improvement
Yellow	Caution	Between 50% and 69% favorable responding	<ul style="list-style-type: none"> • Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%) • Area flagged for concern. Actions should be considered to boost endorsement
Red	Improvement Needed	Below 50% favorable responding	<ul style="list-style-type: none"> • Majority of unit did NOT endorse scale • Area of great concern and corrective actions must be taken ASAP

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

REPRESENTATION		
NCTS Sicily	Number	Percent
Majority	44	45.4%
Minority	30	30.9%
Declined to Respond	23	23.7%
American Indian or Alaskan Native	2	2.1%
Asian	3	3.1%
Black	11	11.3%
Native Hawaiian or Other Pacific Islander	1	1.0%
White	53	54.6%
Selected Multiple Races	5	5.2%
Declined to Respond	22	22.7%
Hispanic	10	10.3%
Not Hispanic	66	68.0%
Declined to Respond	21	21.6%
Women	12	12.4%
Men	85	87.6%
Junior Enlisted (E1 - E6)	80	82.5%
Senior Enlisted (E7 - E9)	9	9.3%
Warrant Officer (WO1 - CW5)	0	0.0%
Junior Officer (O1 - O3)	2	2.1%
Senior Officer (O4 - Above)	1	1.0%
Junior Federal Civilian (Grades 1 - 12)	3	3.1%
Senior Federal Civilian (Grades 13 - SES)	0	0.0%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	1	1.0%
Other	1	1.0%
Supervisor (civilian only)	3	75.0%
Non-Supervisor (civilian only)	1	25.0%

Total

97

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

III. OVERALL UNIT SUMMARY

The figures below compare your organization's favorability ratings for each climate factor against units in your Service with similar functions, and to your parent Service. Similar function units and Service favorability ratings are updated on a bi-annual basis. The box to the right of each figure displaying your organization's favorability rating will be color-coded red, yellow, blue or green. Please refer to **How to Interpret DEOCS Color Coding** (pg. 4) for more information regarding the color-coding. Percentages for Unit Type and Service will not be available until a representative sample can be obtained to generate an accurate percentage.

Figure 2: Unit Summaries

Unit Type = Shore



Improvement Needed
Below 50% favorable
responses

Caution
Between 50-69% favorable
responses

Adequate
Between 70-89% favorable
responses

Excellent
90% and above favorable
responses

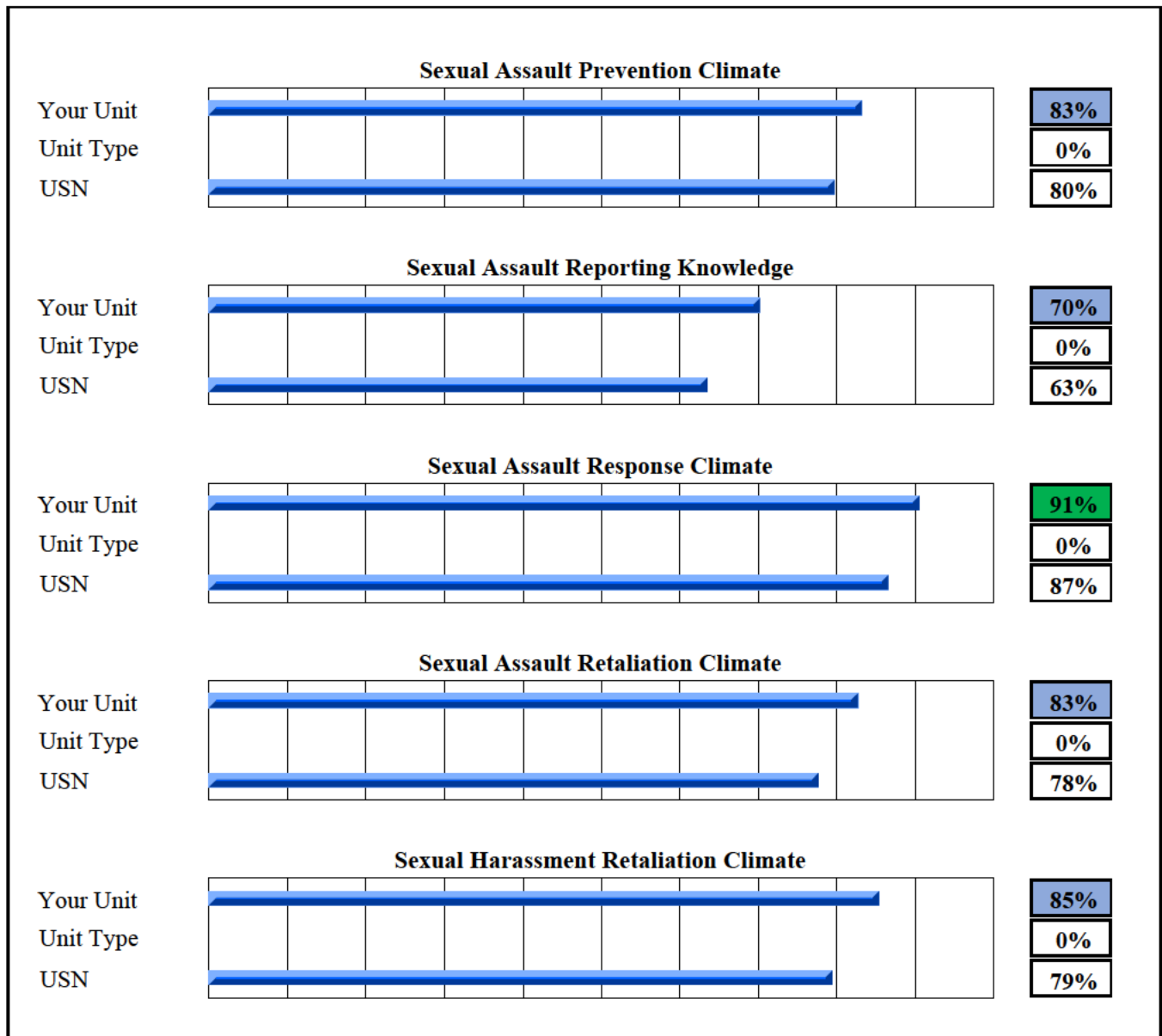
Figure 2 (cont): Unit Summaries

Unit Type = Shore



Figure 2 (cont): Unit Summaries

Unit Type = Shore



IV. CLIMATE FACTOR SUBGROUP COMPARISONS

Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

Figure 3: OE Subgroup Comparison

NCTS Sicily								
Organizational Effectiveness								
	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Minority	67%	73%	68%	71%	78%	61%	68%	72%
Majority	73%	82%	67%	70%	82%	58%	64%	72%
Women	81%	65%	81%	67%	65%	56%	47%	72%
Men	62%	77%	63%	68%	79%	56%	63%	69%
Enlisted	63%	74%	64%	67%	77%	55%	60%	67%
Officer								
Junior Enlisted	60%	75%	65%	67%	78%	55%	60%	65%
Senior Enlisted	89%	64%	63%	74%	72%	63%	63%	85%
Junior Officer								
Senior Officer								
Military	64%	74%	66%	67%	77%	56%	62%	68%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	64%	76%	65%	68%	77%	56%	61%	69%

Improvement Needed
Below 50% favorable
responses

Caution
Between 50-69% favorable
responses

Adequate
Between 70-89% favorable
responses

Excellent
90% and above favorable
responses

**Equal Opportunity / Equal Employment Opportunity / Fair Treatment
& Sexual Assault Prevention and Response Climate Factors**

The following figure displays the **EO / EEO / Fair Treatment & SAPR** Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons

NCTS Sicily								
EO/EEO/Fair Treatment					SAPR			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Minority	66%	82%	85%	90%	89%	74%	93%	89%
Majority	74%	78%	78%	88%	87%	73%	96%	85%
Women	60%	73%	83%	90%	81%	75%	82%	83%
Men	66%	76%	77%	85%	84%	70%	92%	83%
Enlisted	65%	74%	77%	84%	82%	70%	90%	82%
Officer								
Junior Enlisted	63%	71%	76%	82%	82%	69%	90%	80%
Senior Enlisted	81%	92%	86%	100%	78%	81%	91%	98%
Junior Officer								
Senior Officer								
Military	66%	74%	78%	85%	82%	71%	90%	83%
Civilian								
Junior Civilian								
Senior Civilian								
Non-Supervisor								
Supervisor								
Your Unit	65%	76%	78%	85%	83%	70%	91%	83%

Improvement Needed
Below 50% favorable
responses

Caution
Between 50-69% favorable
responses

Adequate
Between 70-89% favorable
responses

Excellent
90% and above favorable
responses

V. DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

Table 2.1 Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	8 (8%)	8 (8%)	3 (3%)	12 (12%)	11 (11%)	33 (34%)	22 (23%)
This workgroup has a great deal of personal meaning to me.	8 (8%)	10 (10%)	9 (9%)	12 (12%)	12 (12%)	30 (31%)	16 (16%)
I feel a strong sense of belonging to this workgroup.	6 (6%)	10 (10%)	8 (8%)	11 (11%)	16 (16%)	32 (33%)	14 (14%)
Total	8%	10%	7%	12%	13%	33%	18%
	24%				64%		

Table 2.2 Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	2 (2%)	0 (0%)	10 (10%)	12 (12%)	16 (16%)	37 (38%)	20 (21%)
My senior leader clarifies our organization's goals and priorities.	4 (4%)	4 (4%)	7 (7%)	11 (11%)	12 (12%)	42 (43%)	17 (18%)
My senior leader communicates a clear vision for the future.	3 (3%)	5 (5%)	3 (3%)	13 (13%)	19 (20%)	36 (37%)	18 (19%)
My senior leader listens to the concerns of the organization's military members and employees.	1 (1%)	5 (5%)	1 (1%)	14 (14%)	11 (11%)	33 (34%)	32 (33%)
Total	3%	4%	5%	13%	15%	38%	22%
	12%				76%		

Table 2.3 Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	5 (5%)	4 (4%)	8 (8%)	16 (16%)	21 (22%)	26 (27%)	17 (18%)
My organization's performance, compared to similar organizations, is high.	3 (3%)	3 (3%)	6 (6%)	18 (19%)	10 (10%)	29 (30%)	28 (29%)
My organization makes good use of available resources to accomplish its mission.	5 (5%)	6 (6%)	5 (5%)	23 (24%)	14 (14%)	29 (30%)	15 (15%)
Total	4%	4%	7%	20%	15%	29%	21%
	15%				65%		

Table 2.4 Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	4 (4%)	5 (5%)	6 (6%)	16 (16%)	11 (11%)	37 (38%)	18 (19%)
We all take responsibility for the performance of the workgroup.	5 (5%)	4 (4%)	9 (9%)	13 (13%)	12 (12%)	36 (37%)	18 (19%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	5 (5%)	5 (5%)	7 (7%)	14 (14%)	15 (15%)	32 (33%)	19 (20%)
Total	5%	5%	8%	15%	13%	36%	19%
	17%				68%		

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	3 (3%)	4 (4%)	5 (5%)	10 (10%)	8 (8%)	44 (45%)	23 (24%)
My immediate supervisor follows through with commitments he or she makes.	3 (3%)	0 (0%)	4 (4%)	18 (19%)	10 (10%)	37 (38%)	25 (26%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	3 (3%)	8 (8%)	2 (2%)	11 (11%)	13 (13%)	38 (39%)	22 (23%)
My immediate supervisor treats me fairly.	1 (1%)	2 (2%)	3 (3%)	12 (12%)	9 (9%)	34 (35%)	36 (37%)
Total	3%	4%	4%	13%	10%	39%	27%
	10%				77%		

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	11 (11%)	8 (8%)	6 (6%)	15 (15%)	17 (18%)	25 (26%)	15 (15%)
I feel satisfied with my current job.	11 (11%)	15 (15%)	3 (3%)	16 (16%)	19 (20%)	19 (20%)	14 (14%)
I am happy with my current job.	11 (11%)	15 (15%)	6 (6%)	12 (12%)	16 (16%)	22 (23%)	15 (15%)
Total	11%	13%	5%	15%	18%	23%	15%
	30%				56%		

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	0 (0%)	3 (3%)	3 (3%)	12 (12%)	16 (16%)	36 (37%)	27 (28%)
Discipline is administered fairly.	9 (9%)	11 (11%)	9 (9%)	17 (18%)	10 (10%)	29 (30%)	12 (12%)
Decisions are made after reviewing relevant information.	9 (9%)	9 (9%)	10 (10%)	22 (23%)	13 (13%)	24 (25%)	10 (10%)
Total	6%	8%	8%	18%	13%	31%	17%
	22%				61%		

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	1 (1%)	2 (2%)	4 (4%)	12 (12%)	13 (13%)	37 (38%)	28 (29%)
I am enthusiastic about my work.	8 (8%)	4 (4%)	9 (9%)	14 (14%)	21 (22%)	25 (26%)	16 (16%)
Time flies when I am working.	7 (7%)	5 (5%)	7 (7%)	16 (16%)	16 (16%)	26 (27%)	20 (21%)
Total	5%	4%	7%	14%	17%	30%	22%
	16%				69%		

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	2 (2%)	5 (5%)	3 (3%)	19 (20%)	15 (15%)	34 (35%)	19 (20%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	1 (1%)	3 (3%)	2 (2%)	12 (12%)	17 (18%)	37 (38%)	25 (26%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	3 (3%)	14 (14%)	2 (2%)	13 (13%)	17 (18%)	33 (34%)	15 (15%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	8 (8%)	15 (15%)	5 (5%)	25 (26%)	7 (7%)	18 (19%)	19 (20%)
The decision-making processes that impact my workgroup are fair.	8 (8%)	7 (7%)	8 (8%)	22 (23%)	9 (9%)	28 (29%)	15 (15%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
I feel excluded by my workgroup because I am different.*	4 (4%)	5 (5%)	2 (2%)	13 (13%)	5 (5%)	32 (33%)	36 (37%)
Total	4%	8%	4%	18%	12%	31%	22%
		17%				65%	

* Note. The item marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Discrimination Items							
Discrimination based on _____ does not occur in my workplace.							
Race/Color/National Origin	9 (9%)	4 (4%)	0 (0%)	8 (8%)	0 (0%)	28 (29%)	48 (49%)
Religion	10 (10%)	3 (3%)	2 (2%)	5 (5%)	1 (1%)	30 (31%)	46 (47%)
Sex	9 (9%)	6 (6%)	0 (0%)	7 (7%)	2 (2%)	30 (31%)	43 (44%)
Sexual Orientation	9 (9%)	4 (4%)	0 (0%)	6 (6%)	2 (2%)	29 (30%)	47 (48%)
Age (Civilian Only)	**	**	**	**	**	**	**
Disability (Civilian Only)	**	**	**	**	**	**	**
Equal Pay (Civilian Only)	**	**	**	**	**	**	**
Genetic Information (Civilian Only)	**	**	**	**	**	**	**
Pregnancy (Civilian Only)	**	**	**	**	**	**	**
Discrimination Behavioral Subfactor							
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	3 (3%)	2 (2%)	2 (2%)	15 (15%)	1 (1%)	39 (40%)	35 (36%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Racial slurs, comments, and/or jokes are used in my workplace.*	8 (8%)	5 (5%)	4 (4%)	14 (14%)	2 (2%)	28 (29%)	36 (37%)
Sexist slurs, comments, and/or jokes are used in my workplace.*	8 (8%)	8 (8%)	3 (3%)	14 (14%)	2 (2%)	29 (30%)	33 (34%)
Total	8%	5%	2%	10%	1%	32%	42%
	14%				76%		

* Note. The items marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response.

** Note. The items marked with the asterisks (**) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
Race/Color/National Origin	13 (13%)	8 (8%)	76 (78%)
Religion	15 (15%)	5 (5%)	77 (79%)
Sex	15 (15%)	7 (7%)	75 (77%)
Sexual Orientation	13 (13%)	6 (6%)	78 (80%)
Age (Civilian Only)	**	**	**
Disability (Civilian Only)	**	**	**
Equal Pay (Civilian Only)	**	**	**
Genetic Information (Civilian Only)	**	**	**
Pregnancy (Civilian Only)	**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	0 (0%)	0 (0%)	0 (0%)	34 (35%)	4 (4%)	27 (28%)	32 (33%)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	0 (0%)	0 (0%)	1 (1%)	18 (19%)	8 (8%)	40 (41%)	30 (31%)
	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	1 (1%)	4 (4%)	0 (0%)	13 (13%)	1 (1%)	38 (39%)	40 (41%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	1 (1%)	2 (2%)	2 (2%)	10 (10%)	0 (0%)	22 (23%)	60 (62%)
Total	1%	2%	1%	19%	3%	33%	42%
	3%				78%		

* Note. The items marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	0 (0%)	0 (0%)	8 (8%)	12 (12%)	3 (3%)	44 (45%)	30 (31%)
My immediate supervisor promotes responsible alcohol use.	0 (0%)	1 (1%)	0 (0%)	9 (9%)	3 (3%)	47 (48%)	37 (38%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	1 (1%)	1 (1%)	2 (2%)	14 (14%)	1 (1%)	41 (42%)	37 (38%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	2 (2%)	1 (1%)	1 (1%)	13 (13%)	3 (3%)	43 (44%)	34 (35%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	0 (0%)	0 (0%)	0 (0%)	13 (13%)	4 (4%)	37 (38%)	43 (44%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	2 (2%)	5 (5%)	0 (0%)	13 (13%)	2 (2%)	41 (42%)	34 (35%)
Total	1%	1%	2%	13%	3%	43%	37%
	4%				83%		

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0 (0%)	0 (0%)	0 (0%)	7 (7%)	1 (1%)	38 (39%)	51 (53%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	2 (2%)	0 (0%)	1 (1%)	9 (9%)	4 (4%)	38 (39%)	43 (44%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	0 (0%)	0 (0%)	0 (0%)	8 (8%)	5 (5%)	39 (40%)	45 (46%)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0 (0%)	0 (0%)	1 (1%)	7 (7%)	0 (0%)	40 (41%)	49 (51%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	2 (2%)	0 (0%)	1 (1%)	8 (8%)	0 (0%)	41 (42%)	45 (46%)
Total	1%	0%	1%	8%	2%	40%	48%
		1%				91%	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

Table 2.15 Sexual Assault Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	41 (42%)	27 (28%)	4 (4%)	15 (15%)	1 (1%)	5 (5%)	4 (4%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	49 (51%)	30 (31%)	2 (2%)	11 (11%)	0 (0%)	3 (3%)	2 (2%)
In my work group, reporters of sexual assault would be blamed for causing problems.	44 (45%)	35 (36%)	2 (2%)	13 (13%)	0 (0%)	1 (1%)	2 (2%)
In my work group, reporters of sexual assault would be denied career opportunities.	48 (49%)	33 (34%)	0 (0%)	12 (12%)	0 (0%)	2 (2%)	2 (2%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	51 (53%)	32 (33%)	1 (1%)	10 (10%)	0 (0%)	2 (2%)	1 (1%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	48 (49%)	34 (35%)	0 (0%)	9 (9%)	1 (1%)	3 (3%)	2 (2%)
Total	48%	33%	2%	12%	0%	3%	2%
	83%						

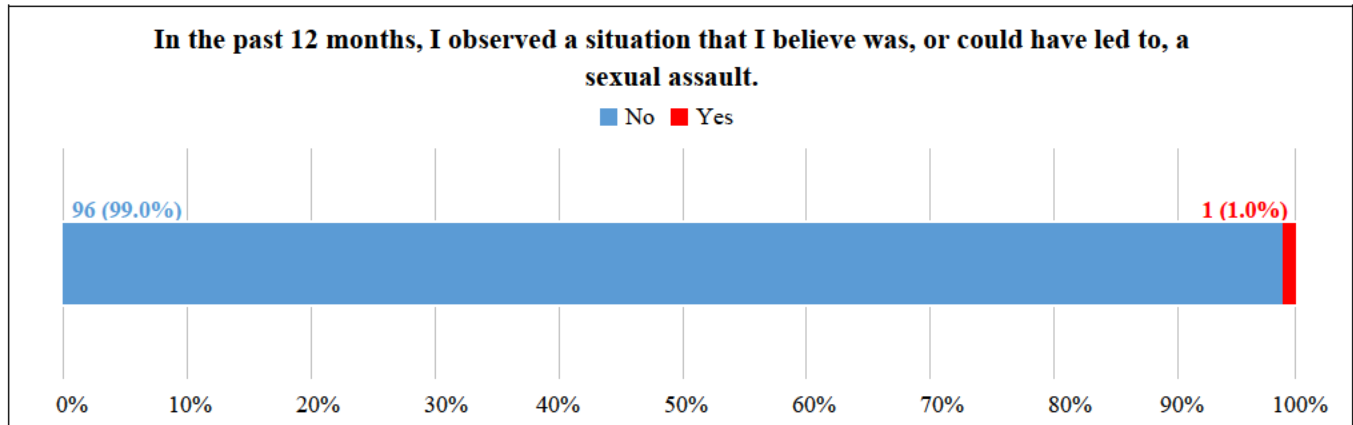
Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	45 (46%)	33 (34%)	3 (3%)	14 (14%)	0 (0%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	47 (48%)	34 (35%)	3 (3%)	11 (11%)	0 (0%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	43 (44%)	36 (37%)	3 (3%)	13 (13%)	0 (0%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	48 (49%)	35 (36%)	1 (1%)	11 (11%)	0 (0%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	49 (51%)	34 (35%)	0 (0%)	12 (12%)	0 (0%)	1 (1%)	1 (1%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	46 (47%)	37 (38%)	0 (0%)	11 (11%)	0 (0%)	2 (2%)	1 (1%)
Total	48%	36%	2%	12%	0%	1%	1%
	85%				2%		

Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

Figure 5. Respondents who Observed a High Risk Situation



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

Table 3. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the one response that most closely resembles your actions.		
	Number	Percent
I stepped in and separated the people involved in the situation.	1	100.0%
I asked the person who appeared to be at risk if they needed help.	0	0.0%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	0	0.0%
I asked others to step in as a group and diffuse the situation.	0	0.0%
I told someone in a position of authority about the situation.	0	0.0%
I considered intervening in the situation, but I could not safely take any action.	0	0.0%
I decided to not take action.	0	0.0%
Total	1	100.0%

Sexual Assault Reporting Knowledge

Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, “All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and military police officer” are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, “Service members who report they were sexually assaulted are eligible for the service of a military attorney.” The correct answer is “True”. Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

Figure 6. Respondents’ Restricted Reporting Knowledge.

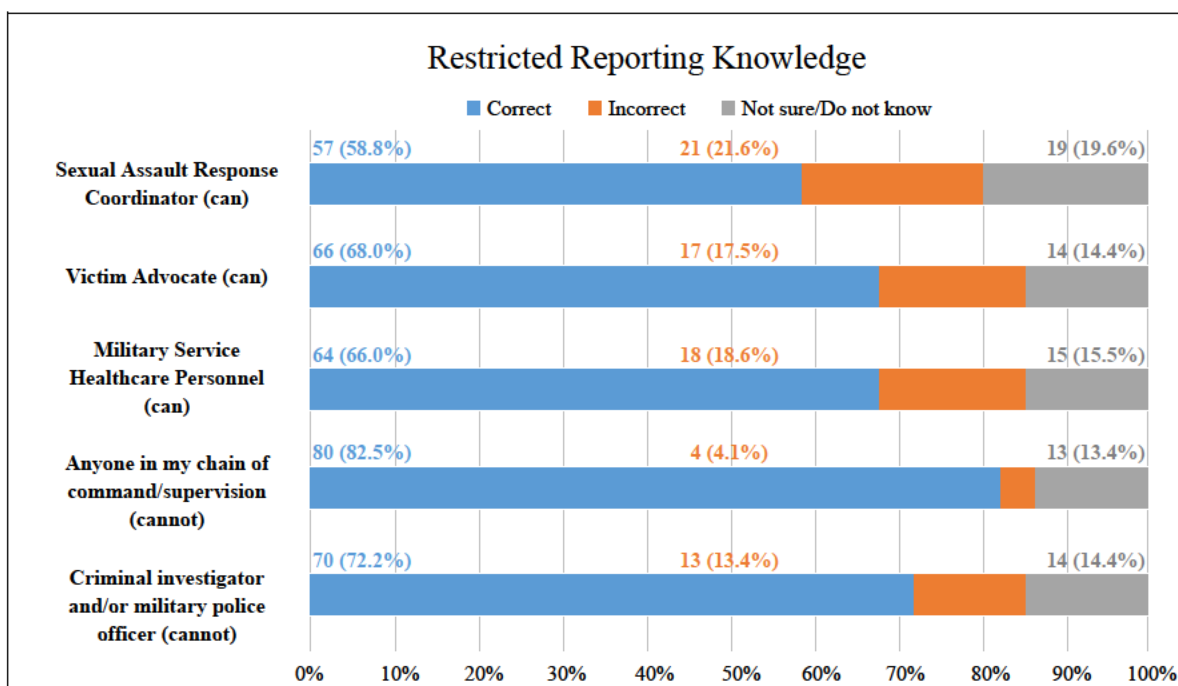
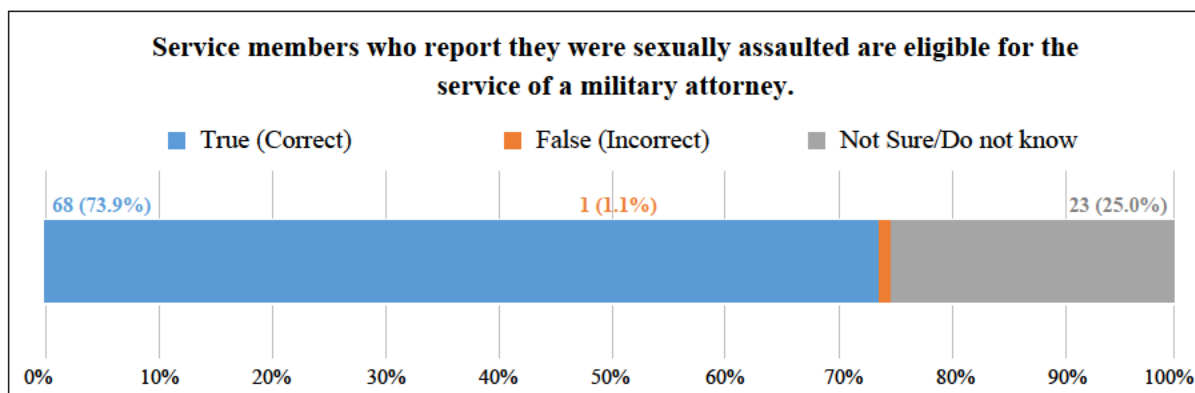


Figure 7. Respondents’ Knowledge of Military Attorney Eligibility.



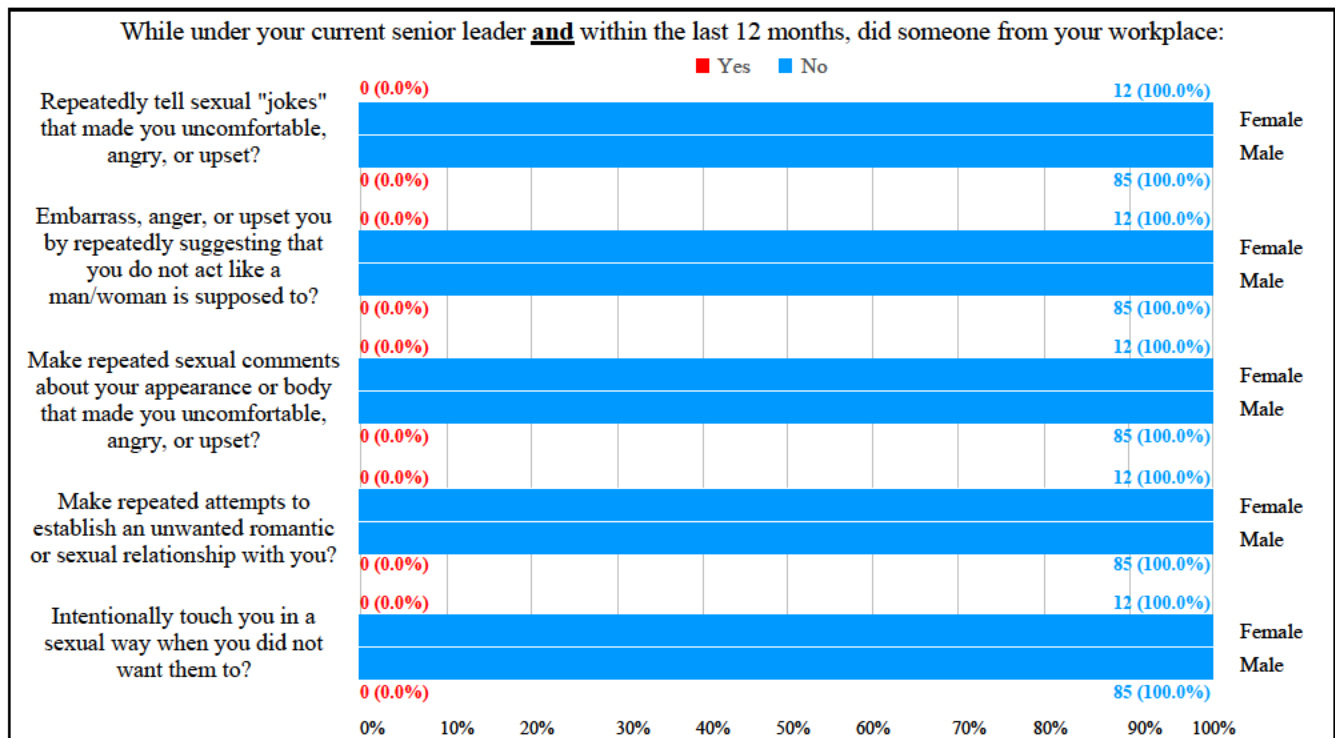
Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

Table 4. Respondents' Overall Unwanted Workplace Experience Responses

While under your current senior leader <u>and</u> within the last 12 months, did someone from your workplace: (Overall)				
	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	0	0.0%	97	100.0%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/woman is supposed to?	0	0.0%	97	100.0%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	0	0.0%	97	100.0%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	0	0.0%	97	100.0%
Intentionally touch you in a sexual way when you did not want them to?	0	0.0%	97	100.0%

Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex



Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

Figure 9. Percentage of Respondents' Overall Connectedness

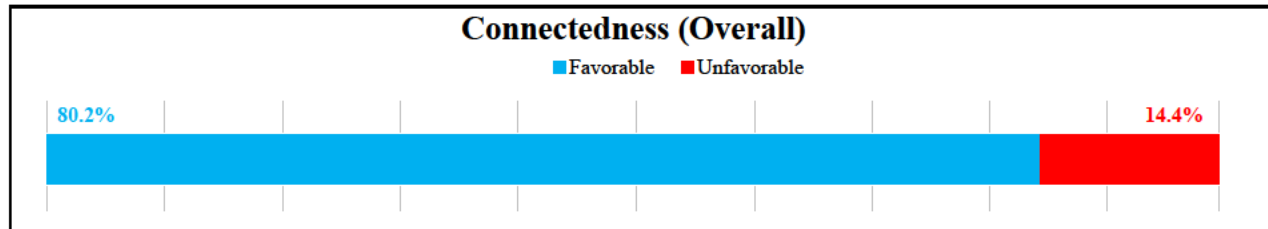


Table 5. Respondents' Connectedness Responses

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me.	2 (2%)	4 (4%)	10 (10%)	21 (22%)	4 (4%)	27 (28%)	29 (30%)
	Very true for me	True for me	Somewhat true for me		Somewhat untrue for me	Untrue for me	Not at all true for me
These days, I think I am a burden on people in my life.	2 (2%)	1 (1%)	7 (7%)	-	4 (4%)	33 (34%)	50 (52%)
Belongingness							
	Not at all true for me	Untrue for me	Somewhat untrue for me		Somewhat true for me	True for me	Very true for me
These days, I feel like I belong.	2 (2%)	7 (7%)	9 (9%)	-	32 (33%)	32 (33%)	15 (15%)
These days, I feel that there are people I can turn to in times of need.	2 (2%)	6 (6%)	4 (4%)	-	24 (25%)	29 (30%)	32 (33%)
Total*	2%	5%	8%	-	16%	31%	32%
		14%				80%	

* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	18	18.6%
Attempted	0	0.0%
Died by Suicide	0	0.0%
Thought of, Attempted	2	2.1%
Attempted, Died by Suicide	0	0.0%
Thought of, Died by Suicide	0	0.0%
Thought of, Attempted, Died by Suicide	0	0.0%
None of the above	77	79.4%

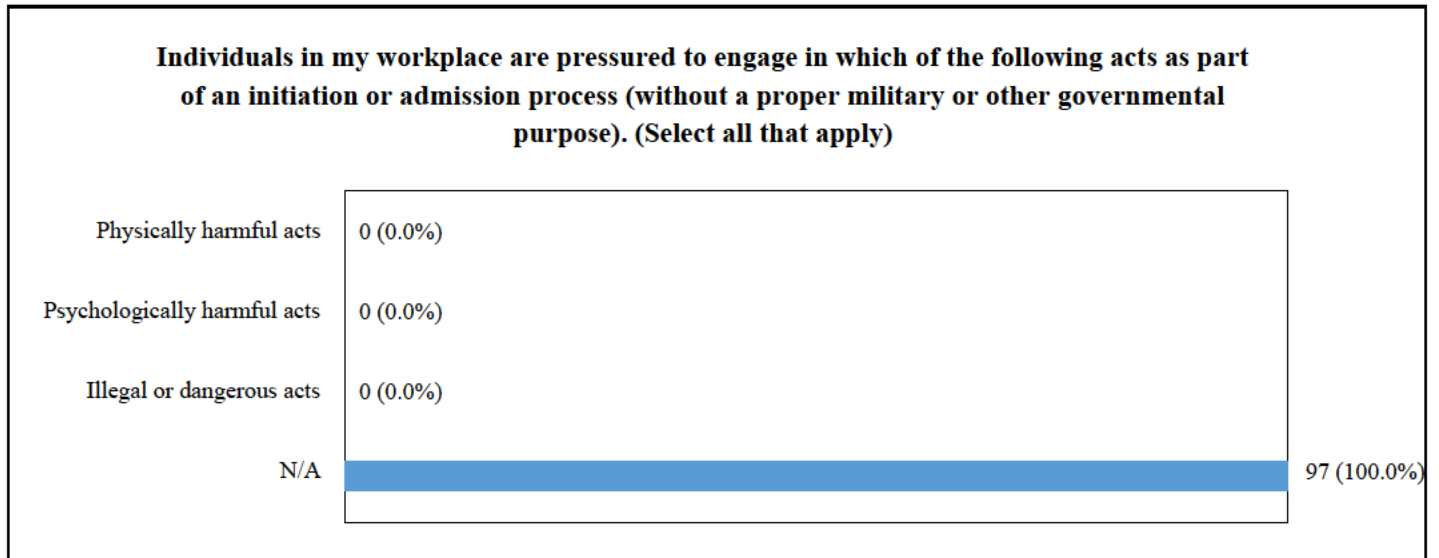
Note. Results presented below the line are the possible combinations of the items above, as it was a “select all that apply.”

The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

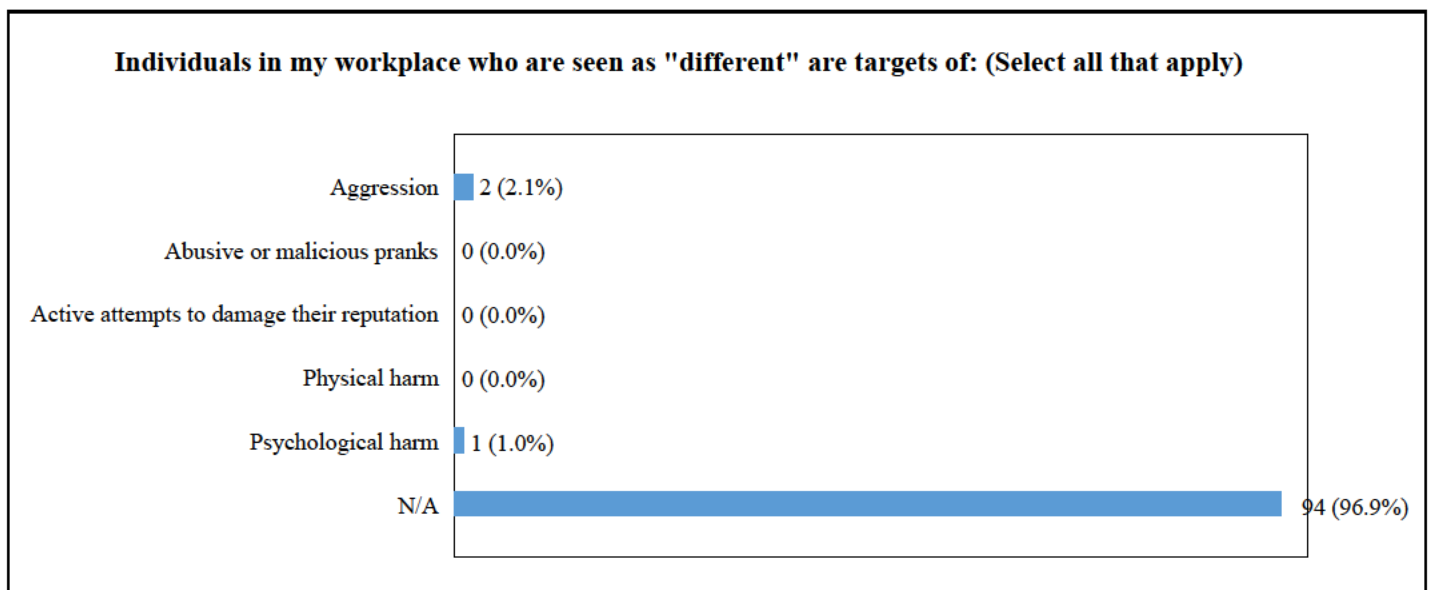
Figure 11. Respondents' Responses to Hazing



Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

Figure 12. Respondents' Responses to Bullying



VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

Excellent/Adequate

Seek to identify and reinforce those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Caution/Improvement Needed

Examine favorability ratings among specific climate factors and demographic subgroups to determine whether diminished perceptions are more obvious among some of them.

After identifying the specific climate factors with low favorability ratings and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews.

Conducting focus groups and interviews with members of these subgroups can help determine the source and extent of specific perceptions.

Develop an action plan to address each specific validated concern, and socialize the plan with members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

ASSESSMENT TO SOLUTIONS

Assessment to Solutions (www.deocs.net) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

<https://www.deocs.net>

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

DSN: 854-2675/3260/4217

support@deocs.net

Appendix A: Your Locally Developed Questions

1. The Leadership holds people accountable for their actions.

		Frequency	Percent
Strongly Disagree		0	0.0
Disagree		8	8.2
Neither Agree nor Disagree		20	20.6
Agree		52	53.6
Strongly Agree		17	17.5
Total		97	100.0

2. My supervisors clearly convey roles and responsibilities.

		Frequency	Percent
Strongly Disagree		4	4.1
Disagree		10	10.3
Neither Agree nor Disagree		15	15.5
Agree		49	50.5
Strongly Agree		19	19.6
Total		97	100.0

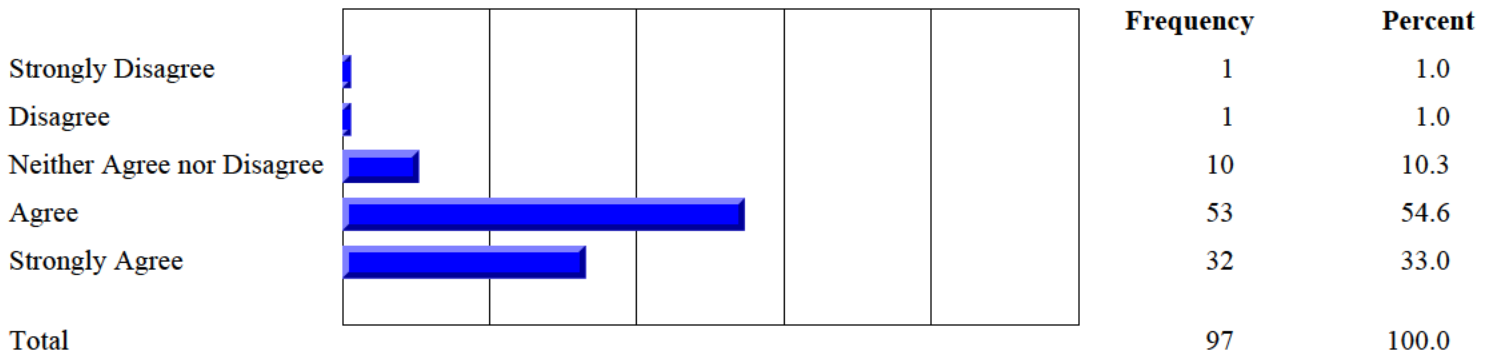
3. My supervisors treat people with dignity and respect.

		Frequency	Percent
Strongly Disagree		3	3.1
Disagree		3	3.1
Neither Agree nor Disagree		11	11.3
Agree		55	56.7
Strongly Agree		25	25.8
Total		97	100.0

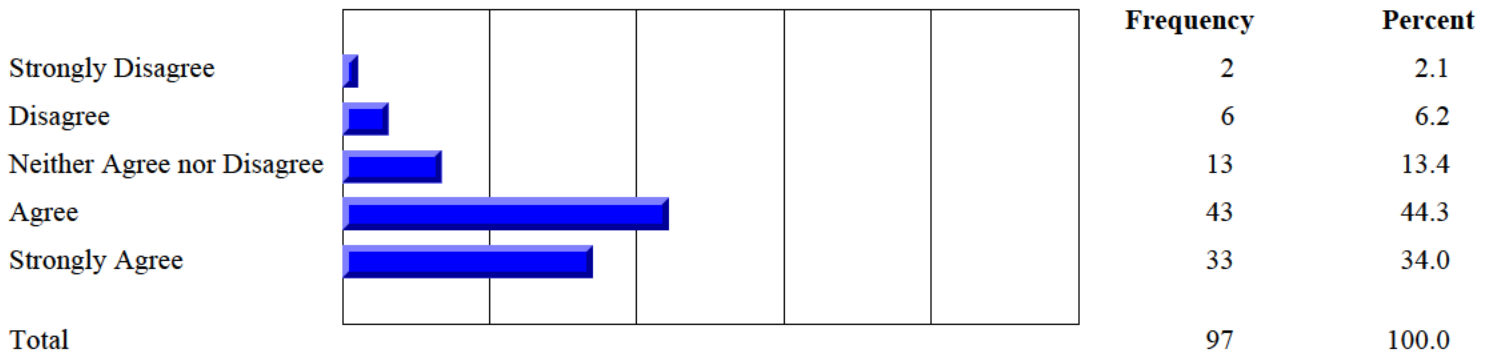
4. Personnel are selected for collateral duties without prejudice.

		Frequency	Percent
Strongly Disagree		7	7.2
Disagree		8	8.2
Neither Agree nor Disagree		21	21.6
Agree		40	41.2
Strongly Agree		21	21.6
Total		97	100.0

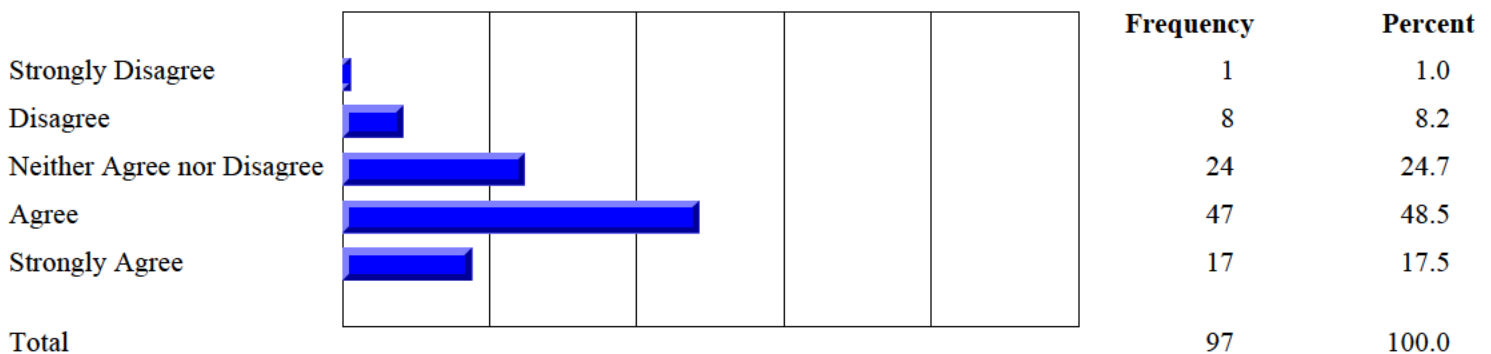
5. Working relationships between military, civilians, and local nationals are professional and respectful.



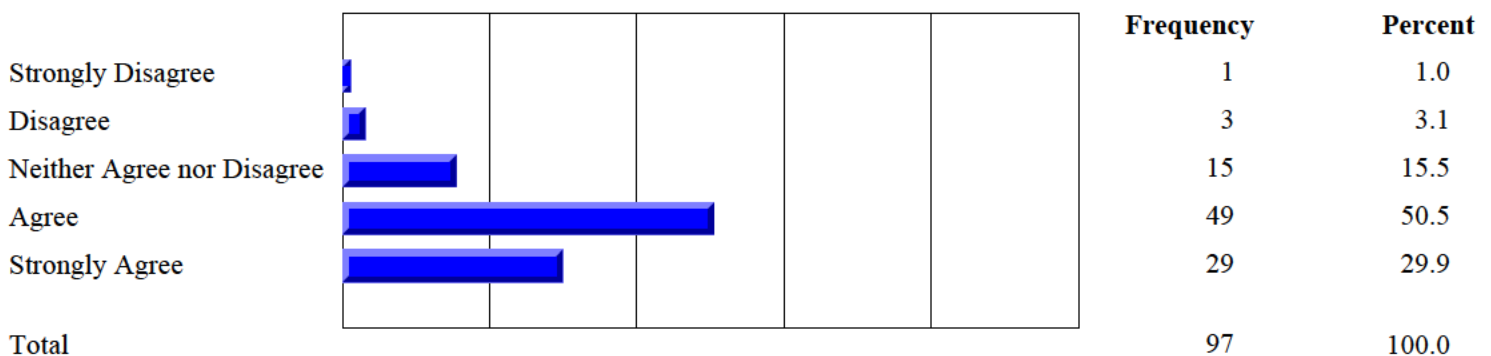
6. When needed, I have been allotted time to handle my personal business.



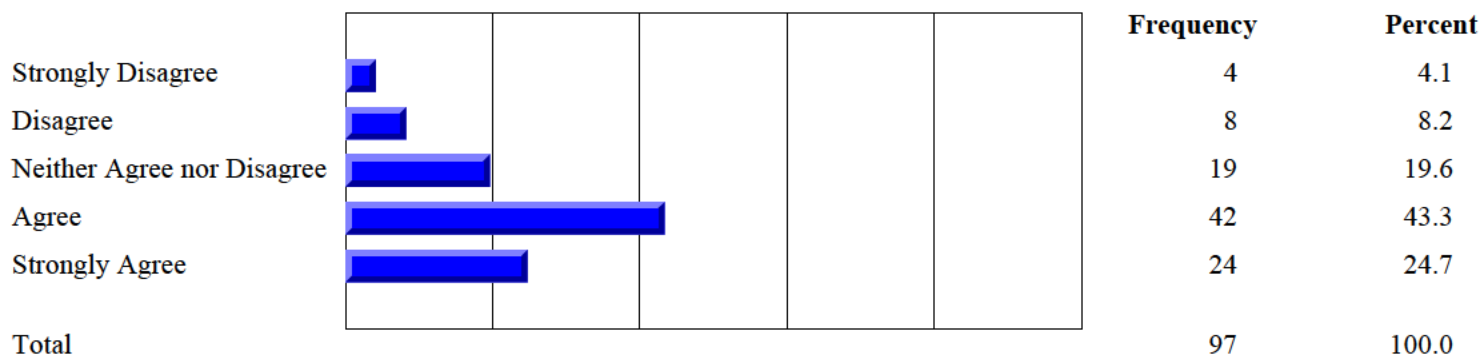
7. I have received the necessary training to accomplish my job.



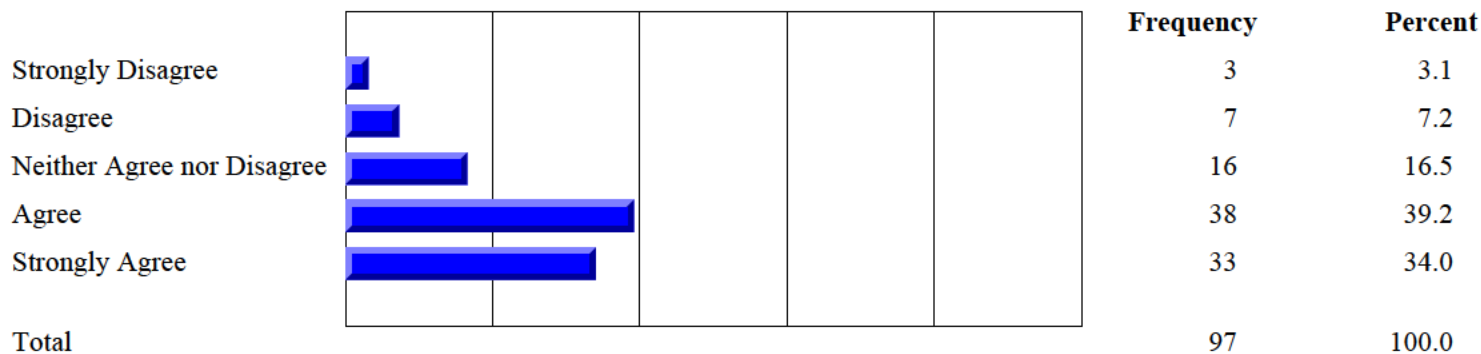
8. My immediate supervisor is willing to discuss my ideas and suggestions with regards to my job.



9. I trust management/leadership to handle complaints, problems, or issues seriously.



10. Members of my workcenter work together as a team.



Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. How does the overall health of this unit now compare to one year ago?

In my time here, this command has and continues to treat everyone as a family member and works as a team towards all goals.

Not sure, but I have not seen any reason to date that would cause me to believe that there has been an improvement.

I wasn't here one year ago, but overall I feel the health of the unit is good.

Having only been here for two months, I cannot comment on my time before arriving but it seems like the command is moving in the right direction.

I believe the comradery is still lacking, but the morale is a work in progress. We have a lot of important work to do, but sometimes less important tasks seem to take unnecessary priority.

The overall health has increased over the past year.

A vast improvement.

We have had 2 strong leaders in the past 12 months. The health of this unit remains strong

The Same.

Overall health of the unit is constantly changing.

I was not here a year ago, so I cannot accurately answer this question.

Great shop cohesion. Love the command

So much better! The last XO was a terrible human-being. He was a cancer to this organization. The new CO seems like a saint, maybe even the 13th disciple compared to the last CO.

I think the overall health is about the same compared to a year ago.

N/A for me

HONESTLY, I THINK THINGS WERE BETTER LAST YEAR. THE NEW CHAIN OF COMMAND ARE DOING WAY TOO MUCH AND THE SEL SEEMS TO BE A "YES" MAN.

The overall health has greatly diminished due to the swift and unfair punishments handed down by the immediate supervisor. It has created a hostile work environment in which sailors find little to no enjoyment in their jobs or work life.

I have been here less than one year, but the overall health seems the same as when I got here.

I'm going to guess it's way down. Attempts have been made, but without a clear chain of command and support for that chain I don't see the health of this unit as improved.

Morale is slightly lower

Better. Things are out in the open but at least it isn't festering like it was.

I've only being in this command for 4 months. so far the atmosphere is great, there are a lot of changes in place and most of them are the good of the command.

I have not been here a year yet but from the time of me getting here I think it has greatly improved.

Little to no difference.

We have a lot more NJPs for things that were typically handled at the LPO/LCPO level last year.

We are in a much better situation over all then last year.

Better, new triad has made Niscemi feel more apart of the command in my opinion.

I believe that since the new Triad has taken command, the health/overall morale of the command is on the upswing. People are being valued and rewarded for the contributions made to the command mission. The CO seems to a have a sincere interest in supporting sailors careers and solving problems to make life better here at NCTS.

declining morale

The health of NCTS in the past two months as compared to last year is much better for most at the command. Previously, problems were swept under the rug and resentment built among the team when an affair between superior & subordinate during working hours was brushed aside and they were even given NAMs for "their work" leading up to an inspection. Chronic complainers were pacified, and legitimate concerns were ignored.

I do not believe that such things would happen now, but this has made those that were used to getting away with infractions or violations unhappy and they are starting to cry foul or harassment for finally being held accountable.

I believe not much has changed. I have had no issues working with/requesting aid from others. Very enjoyable and cooperative command.

I'm not sure what you mean by overall health, but my definition would mean morale. The morale is starting to head in the right direction with all the liberty days that the CO is adding, but I still believe some people are not happy. One of the things that really disgruntled a lot of people was how the E-6 Evals and ranking feel in place. I realize after our IG inspection in December our ranking process was changed and I see the E-5's went a lot smoother, but I believe we have already lost some people and its gonna be hard to pull them back in. The motivation to do one's job and/or volunteer for anything at this command is VERY SAD. It's like pulling teeth to get some help for anything around here.

Dwindling

I personally think things have gotten a lot better from a year ago. I think we, as a whole, have made some good leaps forward to make this a more cohesive unit. There is still some lack in communication, but that's going to happen no matter where you are or how often you talk about it.

I feel more stress and in my job now that I did one year ago, but this is likely due to the combination of higher standards, more responsibilities, and fewer experienced personnel available to help distribute the work load.

I have only been at this command for about six months and my department is in a separate building in a different area so it is hard to say.

I was not here one year ago

The health of the unit is worse than it was a year ago. Personnel are not motivated, there is a divide between operations and the rest of the command, and even a divide between operations department itself.

I have seen the effect of the sudden policy changes on the entire command. When a change is announced, most everyone below the rank of E6 assumes that it is an immediate change. This has lead to several instances of confusion as to how to submit requests, which policy to follow, and endless questions of why they cannot do as directed by the CO even though he said it was to happen. As a leader, if I cannot understand the changes in policy, how can I expect to be able to explain them to my junior Sailors? How can I expect to maintain a positive, supportive atmosphere and uphold morale when so much confusion exists? I do my best, and I believe I have largely succeeded, but the challenges only become more difficult with every announced change. The turmoil is beginning to affect the efficient processing of paperwork. Requests that took only a week to get processed are now taking up to ten days because of unexpected changes that need to be accommodated before going further than our Chief.

Better but still needs work. A lot of stress was built up and corrections are slowly being implemented

Honestly I respected and admired captain Holcutt and hard to compare when he was here. With him I felt this command was more of a family.

Command health is starting to improve after many daily operational changes have occurred. More changes are to come, but clear expectations for the crew have been set.

Better. Communication has gone from good to great.

Haven't been here that long. When the immediate supervisor changed, it went down the drain.

The unit is better in general. It feels more like a family now.

N/A

I was not at this command one year ago.

About the same. Things are great in some departments, while things seem bad in others.

its great

The health is going in the right direction, but I believe it's going too fast. I understand the CO's thinking when it comes to setting sailors up for success, but some things are ridiculous. With everything that's going on in the world and the CO is wanting to institute colors on the Italian side, where SP69 is just a grenade's throw away in my eyes is ridiculous. Again I understand we are in the Navy and certain procedures should be followed and adhered to, but lets collectively think of other ways.

I have not been year for a whole year, but to me I am sorely disappointed in my choice of shore duty. I feel like I am almost back at sea and some days wish that I was because of how this command does things. If I could go back in time and change what duty stations I put down I would do so in a heart beat. This place does not make me want to come to work and do the best job I can. This place makes me want come in and do the bare minimum to get by and only do things for myself. When I first got here people constantly told me I would learn to hate this place and I told them they were wrong. How could I hate a shore duty in Sicily? This command made me a liar.

IT'S MUCH WORSE. I HATE COMING IN TO WORK NOW.

I am not happy with NCTS overall treatment of N3 watch standers, but I have felt this way for well over a year. I feel that new changes that have come from the chain of command so far have provided only a positive impact to day shift workers.

When the new CO arrived morale was pretty high. Lately with certain changes that are coming down the pipeline, the command is beginning to feel like being on a ship. The CO claims this is to give the members who have never been to a ship "perspective." However, a large portion of the command have spent several years at sea and were looking forward to shore duty to recover from those years at sea. With the inconveniences inherent of the country and the civilian personnel, the overall feel of the command is practically back to back sea duty.

the health of the unit has gotten better since I checked in, I has defiantly been getting better.

The overall health of the command compared to one year ago has changed for better. Personnel are being held accountable for their actions, communication has improved, and attention to detail has increased.

Probably lower than a year ago simply because the CO, XO and SEL are all new arrivals.

Since the new TRIAD taken over the priority has shifted quite drastically. People are being awarded NAMs baking cakes and briefing the CO and no longer on merit.

Favoritism with the new Triad seems rampant. The PAO walks around like he is untouchable and any issues with him take it to the CO. Completely disrespecting his immediate chain of command.

The command is more focus on putting a beautiful façade rather than addressing real issues the command is having.

Depending on who you ask its worse now than it was a year ago or its better than it was a year ago.

It appears to be the same, may have improved slightly but that will come out as time passes.

WORSE - PRIORITY WAS THE MISSION, BUT NOW IT IS COMRELS AND DECORATING THE COMMAND. JUNIOR SAILORS ARE PAYING FOR THINGS FOR THE COMMAND OUT OF THEIR POCKETS, BECAUSE THEY DON'T WANT TO DISAPPOINT THE CO IN HIS VISION FOR HOW THE COMMAND IS SUPPOSE TO LOOK. WHEN YOU HAVE LEADERSHIP SAY IF NOBODY VOLUNTEERS FOR A COMREL, THEN YOU WILL HAVE TO VOLUNTEER SAILORS, DURING A 3M TAV, AGAIN WHAT IS THE PRIORITY?

2. **What are the challenges currently faced in this command? What would you recommend to address these challenges?**

A lot of people are looking for collaterals or the next "step up" for their rank/ career and there are just not enough "titles" to go around.

Teamwork is negatively impacted by one individual who is only interested in a desire in increasing the importance of their personal position at NCTS.

I don't feel there are any challenges that are not able to be overcome currently with this unit.

There have been a lot of changes and some are on-going, but most of us want to go to work, get the job done and go home, however we're burdened by meaningless tasks or called away from our primary jobs for irrelevant things and this causes mistakes.

I think that communication is a big challenge faced in this command.

The only challenges I see are overreaction and knee jerk responses to operational failures. Or it seems as if corrective actions appear in that way due to a lack of communication.

The main challenge will be combatting complacency. To address this I recommend continuous challenge.

Currently, it is too easy to become qualified on the watch floors. We need to enforce a higher standard of qualifications in order to promote a healthy and strong workforce who is capable of mission requirements. Training department and watch team leadership (LPOs not JFTOCS) need to enforce PQS DINQ dates and punish those who do not meet the standards. We can't allow someone to stay unqualified for months on months for no good reason.

Nothing that stands out.

Day staff vs Watch stander barrier still exist. A review of departments capable of being watch standers should be addressed.

More specific training should be added to CRTT team/daily training that would allow the command to have more qualified JFTOC's/ CWO's/ TWO's. A system specifically for those striving to reach those qualifications should be made almost like the IDW training Wednesday program.

I am unaware of any particular challenges that are related to this individual command, other than those normally faced at any command, i.e. training requirements, inspections, etc.

The red tape in supply. Orders parts and having the approved chit from the CO sit on Gabby's or Angela's desk. I would recommend that once the chit is approved from the CO or DH, that it gets expedited without any more cycling around the supply chain. It's hard to accomplish the mission without redoing chits or documentation, wasting man hours only to feed the bureaucrats.

The challenges facing this command is that it is a very inexperienced command. Sailors complain about a lot of stuff that shouldn't be an issue.

The only Challenges I see is attempting to make the Watch standers Equal to the Day staff.

NO COMMENT

Comradery, and morale between different departments and divisions. Fair punishments, rewards and recognitions throughout the command.

I have no opinion about this topic.

Quit trying to be everyone's friend and be a professional. We each have a role and job to do. Quit stepping out of those roles and stay in your own lane.

Programs are supposed to be managed by Officers. People are supposed to be managed by Chiefs. It seems as if this place is missing about 3-4 officers because people couldn't explain how many programs we had or what our actual workload was. Probably because LT Codrington gun decked everything...

There is an extreme division between the watch standers and the day staff personnel. Those on the watch work more hours, are afforded less opportunities for growth, do not have access to the same amenities, are treated unfairly and suffer routine injustice at the hands of the chain of command. This blatant favoritism is evident in all aspects of military practice, from evaluations to awards, and is further exposed when the morale of the two separate groups are compared. In order to rectify this, the imbalances must be dealt with individually, and I believe the only way to fully determine what they are is to speak with the members in an individual open forum setting.

none.

The biggest challenge is so many leaders is the first time they have ever led people. I believe we are leaning the right direction with providing leadership training.

I feel the primary challenge is for those assigned to work at NRTF Niscemi. The quality of life while on duty is drastically different from time spent at NCTS. While the QOL has improved at NRTF over time, more could be done to make it worthwhile such as special pay and consideration for awards and evaluations.

As a watchstander, finding ways to look better than day staff, or get facetime with my chain of command is damn near impossible, which has and always affects our evaluations, and to address and fix this we're being compensated liberty time, which will nice, just gives us less facetime with those who are literally shaping our careers.

The big challenge here at NCTS is a broad one. The challenge is twofold. It is how to rate sailors during EVAL times fairly, but also ensure progression for sailors careers. Just take a look at the last few EVAL cycles and you will see what I am referring to. Command collaterals weigh far too heavily during EVAL time here at NCTS.

too quick to make a change without thinking of its effects.

The greatest challenge is that of getting the command to actually believe that the CO's statements of better communication and fairness will be other than the lip service we've experienced over the past years. There are a lot of jaded people here with legitimate concerns that have been ignored, and it is going to take very real effort from the E-7 and above to have the junior enlisted believe improvements will be real and lasting.

Motivating Sailors at times and keeping them from getting complacent. Creating written policies prior to delivering them to a group.

The challenges faced in this command is motivation to do one's job and/or volunteer for anything at this command. The Triad, specifically, the CO is giving out awards like their CANDY, to try and boost this motivation and give people incentives to doing a great job. You can give and give but if the person doesn't have the motivation or doesn't feel included, they're not going to give 110%. There was a rumor that the CO wanted to have Weekly Departmental Awards, which I don't think would be wise. In my opinion awards should be saying "This person went above and beyond what their actual job is", not just hey you did a great job, here's an award. We get a daily reward of a paycheck every two weeks for doing our job. RANT OVER!

Communication - E-mails are not sent between upper and lower COC's. Also communication in between departments are abysmal at best.

Communication has improved slightly but if anything has to be reported then it tends to be last minute. This issue has been ongoing but has improved in the last 2 months.

Insufficient manning is my biggest concern. We have too few Chief Petty Officers and Commissioned Officers, and we have no Chief Warrant Officers. As a result, the level of experience within the command is too low. We need more experienced and motivated mentors to help guide the First Class Petty Officers, who can in turn help mentor the Junior Sailors the correct way.

I have only been at this command for about six months and my department is in a separate building in a different area so it is hard to say. Yes

Communication. Health & welfare (BLDG 585/NISCEMI). Separation of junior Sailors from leadership (NISCEMI/TSCOMM/LNSC and watchstanders).

the "family" vibes in N3 are missing, A lot of misplaced trust and feeling with leadership. Some deserved, some not. I would recommend, Assisting in dealing with the problems. until the current chain of command can with time be swapped out, Need two LPOS for large N3 Division.

The challenge of this command is that everyone is spread out(Niscemi, TSCOMM, LNSC, 585), and because of this there is no family unit cohesion. TSCOMM personnel are forgotten feel like they are part of CTF67 and not NCTS. Operations department overall feel like dayshift personnel have an upperhand in being noticed in the command due to the freedom and ability to participate in command functions and volunteer events.

First, I would recommend that leadership(CO, XO, SEL, Chain) show more presence at TSCOMM letting the guys know that someone know that they exist, secondly I would recommend that watchstanders had more opportunities to attend command functions and volunteer events at the discretion of LPO if operations allows.

I suggest the most effective means of handling these changes are to request that instead of an immediate announcement of the new policy, especially at the Brown Bags, the answer should be "I'll look into the possibilities and see what may or may not be done." Then, once the Brown Bags are over, consult the leadership from E7 and above to get their viewpoint on the feasibility/impact of the suggestion to determine if it is a good change to make. If the suggested change is determined to be unfeasible for legitimate concerns/reasons, then it should be discarded and the reason for the rejection provided in the Brown Bag response. If it is determined to be beneficial, an official policy should be created, in writing, before the change is announced. With the focus on the use of instruction (a change being properly enforced now), let the whole command leadership team determine the changes required to the relevant instruction or how to properly convey the change in a new instruction.

The clear gap in advantage and opportunity between departments. Hours of work, communication and evaluations are held at different standards. Also the facility is old and run down. Even with some corrections it has shown to not be resilient for safety reasons. Man hours are unfairly distributed. To address these issues, there needs to be an acknowledgement of the personnel with disadvantage to the work schedule. Also the mission focused sailors need to have better recognition for their support of the mission and not focus only on admin or outside mission accomplishments that created a bias for evaluation. MISSION FIRST! For the sake of safety for military members there should be a better inspection of job corrections to insure the job does not need repeat or is completed to eliminate potential hazards.

Currently challenges are mainly administrative and changes of process.

Motivation of junior sailors appears sub-optimal. Recommend chain of command take measures to review with/remind sailors of the military nature of working at NCTS Sicily and in the U.S. Navy, and of the importance of our mission here. Reference events that are occurring in the immediate AOR and the world.

Immediate leadership.

Getting funding and assistance from external commands. I would recommend figuring out the correct process and chain of command to voice concerns. We need to hold other commands to the same level of accountability that we hold ourselves to.

Leadership having a united front. It's often that the Mess and Wardroom (and FCPOA) do not seem to be on the same page. There are times where information doesn't flow all the way down to the LPO or the information flows up where the Wardroom is the last to know. PROPER communication is voiced from the triad down and written in a SOP or instruction.

There seems to be a desire to turn this shore duty into a sea duty, by increasing the duties and roles of the duty section. This being my third shore duty, and the only one that has a quarterdeck watch and week long duty obligations seems a bit excessive for a shore duty.

The CO has made excellent efforts to address the concerns of the lower enlisted via his "brown bags." However, I have observed that during the brown bags, there is a vocal minority that speak up and do not address the concerns of the blue shirts as a whole, but instead address concerns that may only advance their own interests.

For example, during the latest E5 brown bag, the individuals seated at the table with the CO voiced their concerns, while the people that were seated near the walls did not get an opportunity to speak. Most of these vocal few are not and should not be trusted by the rest of the E5's, and do not represent the concerns of the majority. I suggest if the CO wants to know the real concerns of the lower enlisted, he makes a stronger effort to get the silent majority to speak up.

Our CO wants to change our shore duty, to sea duty.

everything Is great

The Security Manager worked with a lot of people to make our building Unclassified and rumors are that the CO is wanting to turn the building back into Open-Secret. I understand that he may think the security measures put into place now are not appropriate, but if the enemy wants to get in, they will no matter what. I think the CO should offer advice to ALL HANDS about some of the procedures he wants and have a designated POC take any and all advice and then present so the CO can make a better decision. The CO is always talking about looking around and finding broke things so we can fix them, but if he implements changes too fast, I believe little things will get missed and turn big REALLY FAST. During one of XO emails about completing this survey, he talked about Amazon having a daily question (feedback) whenever employees log in. I wouldn't suggest something this drastic, but I would suggest giving some questionnaire during DH meeting to distribute and have sailors provide feedback.

Treating everyone the way they should be treated for starters. Actually punishing people that deserve to be punished. Stopping knee jerk reactions when problems arise. Communicating better to every single person at this command.

TOO MANY SPOT NAMs TO BE PEOPLE WHO HAVEN'T EARNED IT.

PQS training in the N3 department. I was told in no uncertain terms there will be trading of personnel, so once you are assigned to work at Tech Control, or TSCOMM, that is where you will be staying, and now we are required to do an overwhelming amount of PQS's for a work space we will never work in.

My solution is we go back to where you only have to be PQS's qualified in the job where you are assigned to be. TSCOMM should not be forced to become CWO qualified when realistically they will never stand watch as CWO, the same for Tech Control getting TWO qualified.

I understand the mindset of those who believe we should be fully qualified in both Tech Control and TSCOMM, but the idea is coming from those who do not even stand a 12 hour watch and do not know what little time we do have, and nobody who has a family wants to work on a PQS during their off hours when they technically do not need it to perform their job.

The most evident challenge of the command is the clear disgruntled attitude of personnel. Again the attitude of the people leaving reminds me of someone who is leaving a ship. The constant feeling of "I'm ready to get out of here." I have been at the command less than a year and I am ready to leave. Many of the lower enlisted have no one between their first class and their department head to help or advise.

watch bill issues are the main thing I see. Accommodations have been made to lessen the impact of mandatory events from watch standers, but some of us live in a perpetual state of "if the other watch floor messes up, we are gonna get in trouble too". this is due to the watch floors being psychically separated with different missions/customers. one watch floor should not be punished for the transgressions of another watch floor. but it is getting better as the COC is actively implementing changes, but we are working towards a better lifestyle.

1. Manning. We have 4 ITCS/ITC billets that are vacant in critical departments forcing the command to rely upon E6's to fill the vacancies. Our manning is/has been addressed by IT1 Kane with BUPERS.
 2. Leadership. Some of our E6's are in LCPO/LPO positions and are program managers while others are not. The level of positional authority/respect is sometimes lost to E6's that are not in these positions.
-

Military members are pulled in many directions other than their jobs. There is too much community involvement since it detracts from the main mission of this command.

There are too many changes within the short amount of time that it's hard to keep track. Specially when the CO will put out policies verbally without backing it up or following it up with something in writing.

Do not make the front door a triad only door. A lot of equipment is broken and needs to be fixed and the ETs complain about needing more money to fix the problems

Define Priority

Leadership becoming distracted from the mission and leading the command and creating a culture to concentrate on social/community involvement and less focused on the mission and improving our capabilities. Although this may not be the reality, it can be the perception. I also don't agree with cancelling command PT for inspections, etc. I think it could have been handled at a individual or department level to use discretion on who will participate in command PT and who has to stay to focus on the inspection. Cancelling PT starts down the road of creating an image that PT isn't a priority.

CO DOESN'T HAVE A CLEAR VISION FOR THE COMMAND AND SAYS ONE THING AND DOES ANOTHER. CO DON'T SEEK ADVICE FROM KHAKIS ABOUT THEIR PERSONNEL OR JUST BELIEVES WHAT HE IS TOLD FROM JUNIOR SAILORS WITHOUT ASKING THE KHAKI THEIR SIDES, THE RESULT IS A KNEE JERK REACTION THAT COULD HAVE BEEN HANDLE BETTER HAD HE HEARD BOTH SIDES. CO IS BEING ADVISE BY PEOPLE THAT ARE ALWAYS SAYING YES AND NOT TELLING HIM WHATS HE CAN AND CAN'T DO PER INSTRUCTION. SUGGESTION: HEAR ALL SIDES OF THE STORY AND INVOLVE KHAKIS BEFORE MAKING DECISIONS.

3. Has communication improved in the unit since last year? Please explain.

Since the Change of command in January, the New Commanding Officer has made it a mission to improve communication in any way possible and tell people to work on Comms all the time.

Not sure, but I have not seen any reason to date that would cause me to believe that there has been an improvement.

I have not been here a year, but communication has always been great here.

I believe with the new CO, yes, but there is definite communication issues when information is given to Department Head/DIVO/LCPO/LPO levels and it is either not being received by junior sailors or it is not efficient information.

I do think that communication has increased in the last year. Information and news is more readily available through both email and face to face interaction and emails are put out more frequently as to what is going on in the command.

Communication has improved, however, it still has room for improvement.

We have had 2 strong leaders in the past 12 months. Both have demonstrated outstanding communications skills.

It has stayed the same. Communication has been pretty solid to those who take the time to ask around for clarification. For those who expect it to be told to them as common knowledge, I'm sure it has varied.

Yes, after the change of command I believe command communication has improved.

I was not here a year ago, so I cannot accurately answer this question.

Yes I would say so, new CO new way of doing things.

Yes. 100% yes. Thank goodness we got rid of some weak chiefs and the XO.

I think communication has slightly improved since last year. There are more emails being put out about events/activities going on and information to know.

N/A for me

Marginally, yes.

COMMUNICATION HAS NOT IMPROVED. THINGS ARE NOT RELAYED CORRECTLY THROUGHOUT THE CHAIN OF COMMAND FROM DEPT HEAD TO CHIEF. BECAUSE CHIEF WHEN SAY ONE THING AND THEN THE DEPT HEAD WILL SAY SOMETHING COMPLETELY DIFFERENT.

Yes, the CO, XO and SEL take time to listen to complaints and respond in a timely matter as well as passing down news and bulletins for the command.

Communication has remained about the same.

No. Sailors are going straight to the CO suggestion box vice their CPO or LPO. This has created multiple knee jerk reactions.

About the same.

Significantly.

yes, I think so. we meet up with the CO (each paygrade) quarterly to address any issues or problems that might affect our work place. the utilization of the CO Suggestion box is more frequent now and we get a response right away and most of the time a solution is implemented.

yes because I see more people willing to talk about issues they have.

I do not feel there has been an issue with communication within my particular division in the past, and I feel the quality and frequency of communication remains high.

A lot more meetings are held, as well as a lot more emails, although the wording and language can still be quite vague. Communication frequency has increased dramatically, but it's typically to drive home the same point five or six times.

Yes, when I first arrived here we heard commands coming down the chain an hour before we had to report so it made it highly inconvenient.

Yes, I feel like as a junior sailor I have more of a voice now.

Yes communication has vastly improved under the new CoC. Communications under the old CoC seemed to hit a brick wall somewhere between the Department Head/Triad level. As of recent, it appears communications flow much more easily from the lowest sailor all the way to the CO. I think this is in great part to the CO empowering sailors, and making them feel as if their voices are heard and appreciated!

no, the fix in place are just creating unnecessary admin work and delivery is still the same.

It is hard to tell at this point. The new CO and XO are much more vocal and open with sharing information via email with the command than was done last year. However, between the TRIAD and the junior enlisted, the lack of communication still exists. This seems to be where information gets bottlenecked and delayed the most.

Communication has never been perfect, but I believe a lot more people are starting to hear information. Just need to work on following the chain of command on verifying information.

I believe communication is constantly going to be a struggle within any organization, government, business, etc. The CO is constantly speaking about aligning our vectors so what we think about in our mind aligns with what we are speaking. This repetition is great and helps me think whenever I'm speaking to someone else. There are a lot of orders that come down from the top and some are do this or that. When you start questioning, the response is because this is what (insert name) wants, not lets talk about this and if that sounds better lets do it that way. My thinking is as long as the job gets done, why does it matter (pending instructions, etc. that are required)? I believe some khaki's need to man up/woman up and stand up for their sailors and listen to maybe a better solution, and then if they feel obligated, tell their superiors this what we are thinking and why. Leadership needs to let their sailors "fly" and if there a problem, be there to back them up.

Yes, Still information is not getting out to the lower COC's. Or someone in the middle COC will withhold knowledge and not relay it.

I think it has, yes, but I also think there is still room for improvement. As stated before - there was a position made for someone in our division that no one was made aware of. They just kind of "popped" into the position before anyone knew what happened. Also - no one was aware that they needed to report to said person because we weren't informed that they had been moved to said position.

Yes and No. The command triad is effective at communicating their expectations and goals, but the information is failing to reach the Junior Sailors. Quarters is an effective tool that is not used well, at least within Operations department.

I have only been at this command for about six months and my department is in a separate building in a different area so it is hard to say.

Yes, but can always be better.

NA

Communications has somewhat improved with the CO publicly answering suggestions and with brown bag meetings.

Overall, the communication has actually gotten worse. This is mainly due to the sudden changes, and the confusion over the newly announced policies without written guidance. My suggestion earlier, regarding this challenge, is what I feel is the best solution to overcome the challenge.

Yes. After recent inspections and clarifications to command morale. The chain of command as implemented new approaches to reaching out and responding to any issues that occur. Progress is being made.

no. Certainly between the CO and rest of command is good but between dept level has been a mess and takes too long for simple stuff to be handles and sometimes doesn't get passed up all the way as requested.

Yes, communication has improved.

Yes, CoC is forthcoming and inquires often about command's opinions.

No

Yes in that I feel more comfortable in getting information out to people and that if I voice concerns, it would be heard and people would care.

No in that there are too many redundant lines of communication. The Navy has a tiered leadership model for a reason. Brown bags, CO suggestion box, how goes it, all hands calls, all hands emails, XO corner, and POW. The Triad should be looking outward and allow their Wardroom and Mess to filter certain levels of information. Excessive lines of communication also SEVERELY degrade the effectiveness of it. If the Triad addresses all hands daily, people ignore the messages sent out. Much like how people ignore the person who always has something to say in a group. I understand the intent but oversaturation is just as bad as radio silence.

the brown bags are a nice improvement, lets us know that our ideas are being heard. even if the ideas or questions don't have the answer we were looking for, at least we get an answer.

I was not at the command a year ago.

Speaking for my department (N8), communication has gotten much better. This time last year, our DLCPO has little to no interest in addressing the concerns of the dept, and often seemed to think their opinions were frivolous, if not ridiculous. Additionally, our DH was located in 585, making him completely detached from the everyday operations of the dept.

I feel that my LCPO and DH are much more hands-off, yet clearly state their expectations. This compounds with the dept splitting into two divisions. The LPO's are excellent leaders and clearly communicate the concerns of their respective divisions to the DLCPO and DH, who are respectful and responsive to them.

yes

Communication is always going to be a problem. The CO is always talking about "vectors needing to be aligned" for communication to be successful. This only happens if the mission is presented clearly from the Top. Leadership needs to understand the mission, and if possible, ask questions so whenever message is passed to Junior Sailors and they have questions, they can be answered.

It has stayed the same since I have been here. Piss poor.

IN A WAY

The CO goes to great lengths to keep people informed of his decisions.

yes, communication has improved since I have checked in. the COC is more vocal about changes and the mission as a whole.

Yes. Our new Chain of Command uses multiple different methods of communication to ensure everyone has awareness.

Too soon to say.

No. As much as it's talked about and people claiming they do daily quarters. Pertinent information are still not making it to everybody.

Yeah, way more emails than before and it sucks.

Yes Definitely

Sometimes I see that there's too much communication in the wrong ways. At the beginning the idea of the brown bags seems to be too much of an opportunity for sailors to "tell on" their chains of command when most of the time the story told isn't the full story. A lot of back tracking and time was spent getting to the bottom of the half truths when the departmental leadership could have just be asked immediately following the brown bags. When it was all said and done the truth came out to not be all as the sailors told it. Because a complaining sailor is a happy sailor, as the saying goes. The CO has, also, created almost this too friendly image of himself that's leaving some sailors confused. A few sailors have come forward expressing confusion and concern. One sailor lost military bearing because he perceived he could speak openly, in any fashion to the CO, referencing experiences and conversations he had with the CO behind closed door. Another sailor sees favoritism happening.

IT HAS IMPROVED BETTER BETWEEN THE TRAD AND E5 & BELOW AND WORSEN BETWEEN TRIAD AND KHAKIS. PLEASE REFER TO QUESTIONS 1 & 2.

4. How does the balance between OPTEMPO (workload) and liberty hours affect you professionally/personally?

The command get more than enough time off to take care of any personal or family issues that might arise. No one should be complaining of time off at this command.

No response.

I feel that liberty is given very generously here.

Often times the irrelevant tasks or meetings etc will impact the amount of time we have available to complete our primary job tasks at hand, this causes people to work late, come in on off-days (even day staff personnel) as well as working through lunch etc. There are times when I cannot make a doctor's appointment or vehicle appointment etc, due to last minute meetings and trainings and so on.

I think there is a good balance between the OPTEMPO and liberty hours and I feel like I have enough time to complete both my professional and personal work items and goals.

Does not affect me. I do not believe the OPTEMPO is out of balance.

Easiest job you will ever have. Never had so many off days in my life. Can't understand how anyone could be stressed with the current OPTEMPO.

Sometimes I have to work longer than normal due to operational responsibilities. In the past, it has taken 8+ hours of liberty to fix issues and I have not been compensated. I had a chit submitted in my behalf from a superior of mine requesting an off day that I had been up all night working and was exhausted but it was denied. I would like to see people getting compensated more for when they have to work overtime considering that we are salary-based and don't get paid for overtime.

3 section watch bill GREATLY decreased organizational moral and OPTEMPO balance. I believe more should be done to prevent that from reoccurring.

This is a shore command, and I feel that it is adequate between OPTEMPO and liberty hours.

This is the easiest work schedule I have had in my career.

I feel the OPTEMPO professionally is relatively the same as sea duty. I do not feel as being at a shore command with the exception of being able to go home with my family every night. Personally it affects me and my wife as she is alone here on the island and spends many hours at home alone. Only seeing each other a few hours every day puts some stress between us.

It doesn't. We receive ample time off.

COOL

It is hard working on holidays while having a family at home. It is hard on the body and the family to switch from days to nights but it is doable with month-to-month rotations. It is frustrating to see other workers receive hundreds of hours off per year while working hours that most people would chose not to work. The OPTEMPO is difficult but without a recommendation to change this challenge, I feel that it is doable.

I have no issues.

My hours are pretty well established. I don't mind them.

I feel like there is a good balance between the two.

Working 216 hours a month (vice the average 160 hours a day staff person would work) comes with a considerable amount of stress, physically and emotionally, and this is further compounded and complicated with the addition of constant recalls at all hours, being made to stay late in order to attend meetings and other factors both mandated and perpetuated by the department's leadership. Professionally I find myself with no desire to attain higher qualifications or responsibility, and personally I do not believe that a healthy lifestyle can be sustained on a consistent five hours of sleep per night.

I like the balance.

there are some days that some personnel finish their workload early, specially on Fridays, yet we are still required to be at work until 1600 with not much to do. maybe half-a-day Fridays twice a month would be really nice.

it works great

Having family at home, the work hours and duty rotation can negatively impact those relationships, but I feel the command does it's best to allow a good balance and minimizes the impact.

I come in on my offtime to give training on the radios that some of my shipmates don't know how to use, despite training not being my collateral duty , especially during our highest operational period where training quickly showed to be deficient, because the OPTEMPO is fine for me and I feel I'm given enough liberty to manage all my personal affairs during off time. It's a good balance in my opinion, though I know some of my shipmates would disagree because they don't care much for night-shift while having families waiting for them.

I believe we are a very good mix of work and liberty.

We do spend a lot of time at work at Niscemi, 100 hour work weeks semi frequently, and that makes the need for our liberty important. But I feel like I have a good work/life balance overall.

Being on the watch bill, I know when I am going to work months in advance and can plan accordingly. Being on watch though, has prevented me from attending COMRELS, fundraising events, volunteer opportunities, collateral meetings, and such. We do work more hours than the day staff, by at least 22 hours every 2 weeks, but get told to "shut up" because we only work 15 days a month.

Overall, though, it's still better than during workups on a ship preparing for deployment.

I enjoy the work I do and feel I have enough time professionally and personally to achieve my goals.

This is shore duty and now the CO is allowing more time off than ever before. Even being on the watchfloor I have plenty of time to accomplish my personal/professional goals. I sometimes have to come in on my days off for volunteering or collateral duties, but to get where I want to go, that's what I have to do. I see some of my first term sailors complaining, but then I explain what ship life is and to enjoy the 72 and 96 hour liberties that are afforded like once/twice a month. I do my best to work with the scheduling so everyone is afforded adequate time off, while the mission is still getting completed.

I cant tell you how days that I have lost due to my Command, I have to be present for every all hands call that happens if it is mid day and I have to work nights on the same day then I am expected to show up. It is very apparent that my entire COC does not know or simply does not care about personnel being well rested.

Working a watch shift along with my collateral duties can be done with time to spare.

I think we have a lot of time to do what we need to and still get the mission done. If people aren't taking leave or using their time wisely outside of work then that's on them.

For Sailors assigned to night shifts, the OPTEMPO is low, but they often have to remain at work 2-4 hours or longer in order to take care of responsibilities which they cannot address during their shifts. Such as required admin tasks, training for EIWS, training and mail retrieval from Supply, 3M training and qualifications boards, Career Development information (CDBs, mentorship, etc.), access to security manager or ISSM for account issues, and other various support services. Having turnover times set closer to the middle of the day would allow shift workers to take care of these types of responsibilities during their shift, or closer to the turnover time.

It's pretty fair.

Provides dissention between "day workers" and "shift workers", the on-going argument across the Navy about who works more, who is offered more liberty.

all good in the hood

Finding a balance with our workload has stressed me out personally. Between working 12 hour shifts and the commute to work, I'm gone for 13 plus hours a day. On days that I work, I see my spouse for 10-15 min before work, and I'm so exhausted after work that I usually pass out and don't get to spend any time with my spouse. On rotation when I work M,T,F,S,SU, I'll only see my spouse in the evenings on W,TH because she works also. So for a whole week I'll have only eaten 2 meals with my spouse. When I'm on night shift, I feel guilty for sleeping on my off time when I should be trying to spend what little time I have with my spouse. Professionally, trying to keep a balance between family and work is impossible. To be expected to take on more duty on top of what you already have and spend more time at work is not worth my mental health.

As of now, the OPTEMPO is just about perfect. Though I have my days where I am a bit more stressed than usual, as all of us get once in a while, they are significantly fewer in number than they have been in the past four years. However, if the rumored changes are officially put into place, my OPTEMPO will unbalance the amount of liberty hours in the negative direction, and will negatively impact the quality of life for my family. I would imagine this would be true of every Sailor with a family stationed here. There are certain watches we cannot avoid. Some of them are simply because of the work we do here, others demanded by the policies of the Base CO. Those are already taken into account when we plan on who is to handle which situations at which times in our schedule at home. I have also enjoyed the flexibility in my job to allow me to handle unexpected events on a personal and professional level up to this point. Drastic changes, such as the colors policy, will rob me of that.

The workload is not a issue but the liberty hours have become out of sync. A big portion of the command is on a watch bill 12 hour shifts and makes it hard for the adjustments to liberty to echo fairly across the command. Other sailors on a normal work shift have advantages to create more windows of reward liberty when workload is complete where as the watch bill can not reach that goal of completion due to 24/7 requirement. If there was a better watch bill set up or rotation of sailors to the watch bill. The advantage would be limited and fairness can be brought forward. Qualifications also are exclusive to the watch bill creating limited opportunity for sailors transitioning to ship shore mission roles.

I believe the workload is fair especially with all the 3 days and 4 days.

The workload is manageable and agreeable with the balance of the current work and liberty schedule. I am affected positively with the amount of off-duty education I am able to accomplish. Time is also enough to spend quality time with family.

Personally, it works well for me.

Moral is definitely down, but beginning to increase slowly

It's fine. I know that I could work less and there wouldn't be an issue. OPTEMPO here is self inflicted. It's easy peasy shore duty.

Seems to be a pretty even balance, much better than some places I have been.

The work schedule for watch standers makes it difficult to establish a routine and most of the time results in a debilitating low amount of sleep. I used to be a good writer, but as you can see, my cognitive abilities have been dwindled. Sleep deprivation is very unhealthy mentally, physically, and emotionally, and I know too many coworkers that are affected by this. Not only at this station but throughout the navy. It's my top reason for wanting to get out of the navy, as well as for a few others that I talk to. Why would I want to do this for 20 years only to retire and develop Alzheimer's or cancer a few years after that? Not only that, studies show that individuals with good sleep hygiene are multiple times more productive and much less likely to make mistakes, and suffer less from depression and anxiety.

OPTEMPO is managed very well within my department and personal time is adequately granted.

I mean, if you give me more liberty, I'm not gonna say no...

great

Being at Niscemi, we are compensated for the days we stand. To be an EP Sailor, I sometimes sacrifice my "off days" to come and do whatever needs to be done. This is probably true to others that aren't "Day Workers". Whenever talking with others they would rather spend time with their loved ones than sacrifice and come in on off days to be able to compete with their peers. I believe there is not as much emphasis placed on actually watch standers supporting the mission. Just because you don't see my face everyday shouldn't mean I don't deserve a MP or EP. I trust that my leadership is feeding information to Senior Leadership so when time comes they don't ask "Who is PO XXXX".

I think that we should do more to try and rotate the people off the watch floor more. The fact that there is a huge possibility that I will be on the watch floor for the entire tour I am here makes me gag.

NO COMMENT

Watch Standers do not have the same opportunities as day shift workers, like doing COMRELs during working hours, and everything extra that is done for the command is on our own personal time. This is reflected in are evals where we just cannot compete compared to the day shift worker.

The mission workload is manageable. All the extra or indirect work, ie; duty, meetings, and general extra curriculums take up so much of the week that actually completing every day tasks can be quite cumbersome. If you have duty, especially escort or POOW you might as well chalk up those days of getting nothing of your actual work load done. The huge stress by the command to have collaterals often overshadows the stress needed on proficiency at your job. In the short time I've been here I have seen administrative, and technical mistakes committed by sailors who are often referred to as "the best we have" by the command based on their command involvement. The focus needs to be on being proficient at one's job not who can join the most fundraisers.

during normal operations, I feel I have a great balance. but, when the need for a shrunk watchbill has taken affect, it has created a really bad drawl on the watch teams.

There is an over abundance of liberty hours given to the military. Currently there are 9 DONSA days scheduled with an additional day off quarterly for recognition of the absence of alcohol problems. This on top of the normal 10 annual holidays, 30 days regular leave with additional leave accumulated for reasons such as child birth and OTEIP.

No issues. Work is work.

5. Do you feel that the unit's disciplinary process is fair? Please explain.

If anything, I feel the disciplinary process is a little light at times.

No response.

Yes. People are disciplined for their actions and their actions alone.

No, I believe some people have been severely punished for small mistakes, where as other's have had a slap on the wrist for more drastic mistakes. An accident should not necessarily be heavily punished, but multiple mistakes is not acceptable.

I feel that the unit's disciplinary process is fair. People that should be disciplined are disciplined and those that do not need to be are not unfairly punished.

Yes

Do not have a point of reference to measure.

Disciplinary actions that I have witnessed are pretty fair except from some superiors. It varies based on the person issuing the discipline and a certain Chief at our command likes to dish out counseling chits before they have the full story. I am a firm believer that you should get both sides of the story before giving discipline to something that potentially wasn't even that person's fault. But I received a counseling chit before even being talked to and upon notifying this chief of the full story, this chief told me to just write it down in the comment section. This chief also requested Extra Military Instruction on top of this wrongful chit that the chief does not have the power to solely due. I did this without complaint. Other than that, my experiences and what I have seen has been just.

Individual disciplinary actions should be used more instead of entire departments or divisions being punished for the actions of specific individuals.

To the best of my knowledge, I do feel it is fair.

Yes. no complaints.

I feel overall the disciplinary process is fair, however I think a few instances required further or initial punishment. Such as being late multiple times, missing musters etc.

From what I've seen so far the Command is pretty fair with there disciplinary process.

Yes, it is followed in accordance with the UCMJ and any punishment I have witnessed has been fair and not over-bearing.

SURE

No. Punishments are given without a reason why, without a goal to accomplish in order to fix the issue and alleviate punishments, and often times, extreme and unfair punishments without the triad's knowledge. The NIPRnet was taken from TCF without an explanation, and without the triad becoming aware. TSCOMM dropped to 3 section watch section twice, and the second time they were being punished for TCF's mistake. All of the punishments have been given without telling the sailors why they were being punished and how to fix the punishment.

When sailors asked questions the immediate supervisors would either laugh at them or called them stupid. Completely unprofessional and disrespectful.

No comment.

Yes.

Not really familiar with the disciplinary process.

There was an instance in which a second class petty officer did not sign his maintenance, and was later counseled and assigned a punishment. The following week, a first class petty officer did not sign his maintenance and, despite the work center supervisor recalling this individual over the course of the weekend, returned to work free of reprimand and underwent no counseling. No, I do not believe that the disciplinary process is fair. I believe that favoritism is exercised in terms of rank.

yes.

yes I believe everyone gets a fair shake.

Yes.

I feel the process is fair, though the process is flawed. The CO listens to what you have to say, and listens to the Chain of Command members who will stand up to defend you and bases his decision off that. The Chiefs Mess is odd in that your chief will defend you and so will some of the other chiefs who like your character but question your decisions that led to this point, but the presiding SEL seems like he's just out to end careers and ruin people. If there is anything unfair or unjust with this process, I think it fully lies on SEL and his destructive, abrasive nature that crushes the spirit, morale, and trust of his enlisted sailors.

Nothing ever *ends* at XOI so I don't feel it a necessary part of the process, though the XO is intelligent, well posed, and thoughtful, it seems a frivolous addition to the overall process.

Yes, individuals are disciplined appropriately for their actions.

Not sure, when I hear about a sailor going to DRB/XOI for not babysitting other people (waking someone up in a room) that makes me wonder if it is a fair process or not, and if staying in the Navy is worth it.

I wouldn't know. it's not like we have open masts.

It has improved since last year, for the most part.

There is still resentment about the affair between superior and subordinate that went on during work hours last year, and that one work center had a TS COMSEC incident and the people responsible haven't been held accountable, but other work centers not involved were punished with last minute, non-communicated changes to the watch bill resulting in switching from days to nights twice a week, negatively impacting health from a disrupted sleep cycle.

While I want Sailors to correct their mistakes and continue the possibility of a great Navy career, sometimes I think the disciplinary process lacks enforcement. Or remedial processes lack prior to disciplinary.

I do not feel the unit's disciplinary process is fair. I see some people come in late for division quarters and not get in any trouble. I realize this is shore duty and people that just came from ship life want to relax and just do their job and go home, but we are still in the Navy and certain procedures need to be addressed. I also personally know an individual that needs to get some help, but as long as its not affecting the workplace, its okay. I have talked with their chain of command and this individual is not late and doesn't smell of alcohol, but whenever people go to this individuals house, they are drinking 1-2 bottles of wine a night, while their kid is roaming the streets of Marinai.

No, my COC makes decisions that greatly disrupt everyone and when Personnel are affected by their decisions then they go up to captains mast. I know that sleeping on my watch is a no no but when youre constantly changing schedules it affects you dearly.

I could comment on this, but I also don't know ALL the facts of the situation. There was an instance where the punishment handed down to one sailor seemed a bit steep considering we had other sailors who had committed worse offense. As I said, though, I don't know ALL the facts so it's speculation on whether or not it was fair.

Yes, overall the unit distributes discipline fairly.

So far from what I observed, Yes.

Thankfully hard to judge; as either things are kept to the least amount of people, or there is minimal discipline occurring. I would suggest, when the unfortunate situation arises that a case goes to mast, that those results be published in the POW or and "all-hands" e-mail. I believe knowledge of repercussions is a powerful tool to prevent an action from occurring.

yes. Every action that i have noticed that needed disciplinary action, has been met with fair and just responses.

No, the practice of disciplining the whole unit for the fault of one has been detrimental to the moral of this department.

Having only seen a few Sailors go up for disciplinary procedures, the first time since I have arrived at this command, I can only say I think it has been fair so far.

No previous incidents were not handled in a manner addressing ALL. Also when issues arise with limited personnel involved in the unique issue, ALL were brought to disciplinary action that had no result for learning or correction. Lack of accountability for one and Putting too many at fault for individual decisions Can create a unfair misleading work environment.

hasn't been much discipline so not much experience.

Yes. Sailors are being held accountable for their actions.

From what I have observed, yes.

No, instead of just punishing the people that may have caused the issue, they punish the entire department.

not to many people seem to get in to trouble here. so its hard to say if its fair.

I have not been witness to the command's disciplinary process.

Disciplinary processes are fine respective to my department. However, I take issue with the spot NAM's flying about in 585. The lower enlisted that are awarded them are usually already considered toadies to the upper chain of command and not respected by their peers. These individuals will receive an another 2 points towards advancement, while people detached from 585 are working twice as hard and receiving nothing. You're letting foxes into the henhouse.

fair everyone is dealt with fairly

I think some of the disciplinary process is fair. What I don't like is there is not more pen to paper discipline. I understand this is Shore Duty and its supposed to be relaxing to an extent, but some people can get away with murder and no repercussions. I do like that fact that whenever personnel made mistakes on the watchfloor the CO sent out a message to my spouse explaining the situation and why I was being punished for something I didn't do. Leadership that can own up to others mistakes because they have been put in "Positions of Authority" are leaders that I can respect.

No the process is not fair. I explained earlier in this survey that somethings were blown out of the water that shouldn't have been and somethings that should have been blown out of the water were not. Ts spillage is nothing but negligence especially at an e-5 level. Anyone who says they thought it was ok is an idiot and grossly incapable of doing our job and should be removed from this career field immediately.

SURE

The triad seems fair on discipline and rewards. However, some things observed by certain chiefs/ officers seem out of line. For instance an issue was found with a certain department/ division by a sailor. That sailor has been on almost every urinalysis since that incident, which is ran by "Khaki's" of the said department. It may be a coincidence but a rather opportune one. So direct discipline/ rewards seem fair however it seems like there are personal strife that is being mixed into work.

from my perspective it appears to be fair, but I have not been here long enough to have a full opinion on the matter.

Yes. I am thankful that our new Chain of Command holds personnel accountable for their actions and is fair when issuing disciplinary actions.

I have a mixed opinion on this matter.

Not at all. Spillages happen within this command are swept under the rug as to prevent the leadership from getting fired.

It's getting there, in the past there wasn't enough being done. Holding the standards is important and having TRIAD support makes the job easier.

Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

Organizational Effectiveness Section Comments

Chain of Command puts out information to everyone and Officers and Chiefs make sure the tasks are planned and carried out correctly in a timely manner.

There is one person in the organization who is not at all interested in being a team player. This person has repeatedly worked against my efforts and has not been honest with me. This person frequently interferes with me in the performance of my job by contacting people at NCTAMS LANT and NAVFAC Sigonella and by giving the NCTS commanding officer incorrect and misleading information regarding my work. I have been told by another worker at NCTS that he has acted similarly with them. This person is solely interested in increasing his position in NCTS Sicily and remaining at NCTS Sicily indefinitely. This person requested an OCONUS extension for multiple years past five years but received a one-year extension that required the position to be announced in USA Jobs. The [NCTS] hiring manager was not able to find a single suitable person from 38 qualified candidates. That is what one would expect when the command's goal is to assist this person to remain at NCTS Sicily at all costs.

Being new to the command, I feel I am in a unique situation where I can see the entire picture for the first time. I love our command's willingness to change to better the day to day lives of our team, as well as our pride in accomplishment both as individuals and the command as a whole. I am especially impressed with CDR Cordero's continual attention to the shift work crews, which can be easy to forget as we are not directly in the limelight every day. Happy to be here.

In an organizational standpoint as a whole can do a lot better when addressing organizational difficulties. There have been several knee jerk reactions to certain communication failures.

In the organizational structure of Tech Control, the JFTOCWO is supposed to be oversight for the different watch teams. Over the past year or so I have noticed changes that takes power away from watch team commanders and gives all power and responsibility to the JFTOCWO. Additionally, JFTOCWO's have taken over administrative responsibility for the people in their section, a job designed to be filled by the LPO of the division. Most of these changes are likely due to mistakes that have been made on the watch floors. Regardless of these mistakes, watch team commanders need to be given the power to run their watch floors uninhibited. Watch commanders are missing fundamental reporting procedures because they are no longer in charge of their floor. They may as well be a basic watch stander. My recommendation is to move the JFTOCWO either back to their original office or to another room not on the TCF watch floor. Finally, the LPO of the division should be handling admin functions.

As far as Organizational effectiveness is concerned I believe the command can do more to remove the barrier between day staff and watch stander personnel. I believe some of the day staff job duties would be considered collateral duties in other commands. Therefore they have the ability to be watch standers while also being able to complete other tasks. I strongly believe this command is more geared towards day staff personnel, allowing them more opportunities than watch standers.

Best command I've been to in the fleet. My only gripe is the amount of time it takes after a purchase is signed off by the CO, till NAVSUP orders the part or the item. After the CO signs off the request, it should go immediately up, but instead it sits on Gabby or Angela's desk till they approve it and between the two or takes up to a week or 9 days. Or it is ultimately kicked back because more information or more quotes are required.

This command is very effective with preventing ARI's. And Providing Time off for day staff if I was Day staff I would love this command.

I THINK THIS COMMAND NEEDS TO STOP PLAING THE BLAME GAME AND JUST FIND A SOLUTION TO PROBLEMS AND JUST FIX THEM. BLAMING SOMETHING ON ONE PERSON ISN'T GOING TO FIX THE PROBLEM.

Leadership needs to state what they expect of their sailors and what their sailors should expect of them. Leadership also needs to focus on creating a better morale and trust between departments and divisions and their perspective leaders.

I have no inputs at this time.

This place is a soup sandwich. Everyone has been running around like a chicken with their heads cut off since the arrival of our new CO. CO bashes previous CO constantly for the first few months. Very unprofessional. CPO mess has been cut off from the command structure. Not even sure why the hell I'm here anymore. CO has repeatedly stated that he's all about the blue shirts, and has cut out the Department Heads and CPO Mess. Admin has been inundated with correspondence and bandwidth of the command has been maxed out. Relationships across NASSIG have been growing tense as repeated threats of sending a "Naval Message" have been made.

Always getting better.

There has been talks about our CO wanting to make the main entrance his entrance alone. Everyone else will have to use a side door to walk in the building is unacceptable. Just because you are of certain rank, it doesn't mean you deserve special privileges like making the main door to our building your door only.

I believe our command works effectively when given the chance to shine they shine brightly.

The command overall does not know how to appropriately treat it's watchstanders; consistently being called in on off days for meetings that could be solved with emails. It becomes a very "Us vs. Them" mentality, with N3 thinking the command doesn't like them or respond well to them, and with the rest of the command saying they'll accommodate them and failing to do so. Efforts have been made by giving days off to watchstanders as compensation for missing DONSA days or other days off, but no PO2 from N3 was given an EP Evaluation, and spot NAM were given to a section that had no hand in fixing/correcting the issue that they were awarded for. We're consistently told we're a family, but we're punished harshly when we do wrong and seldom rewarded for the good things we do, if at all. I'd rate our effectiveness for Mission as extremely high, but the morale here seems ever sinking.

I am very happy and satisfied with the current atmosphere of the command and the future endeavors.

New triad is improving work environment, feels like our efforts at Niscemi are appreciated and we are a valuable part of the team, unlike being redheaded stepchildren of the command previously.

The TRIAD talks about focusing on fixing programs and this and that but they keep or plan on adding requirements which has no value (example: redundant reports, quarterdeck requirements, colors)

With all major changes in commands leadership there are some "growing pains" as personnel adjust to the changes. It seems to be a higher level of stress for tasks that are not directly work related. We waste many man hours taking care of sweeping water in the parking lot or pulling weeds because the contractors are not fulfilling their contracts. We wait for extended periods of time for trouble tickets out of our command to be handled. Having a civilian department head and no one in the middle to mediate is difficult for personnel to excel or even take a day off. Being treated like your letting down your department for taking leave or having appointments. We are treated as though we would get fired, for simple things that need to take place during a work day. Taking care of normal military duties is almost deemed unacceptable, including but not limited to standing duty, trainings and other command related inspections or tasks.

In the past year, there have been countless examples of ineffective communication and administration from leave chits that were submitted weeks in advance but being approved days after the leave starts, MOVSM's being submitted in June but not approved until December, changes to the watch bill given out by rumor with no actual written changes until over a week later, and command wide announcements of events happening only 24 hours in advance. However, recently this has started to get better. I still believe that some in the command are operating in the old mode and are resistant or unused to the new method of operations.

I believe our Organization is very effective. Whenever we have an inspection or task that comes down everyone gets together to get the job accomplished.

I believe that if my COC had a general knowledge of a watch floor and then proper decisions could be made. New JFTOC's get qualified and are placed on the watch bill and then the old JFTOC is removed from the department. Creates a rift without day staff support. If they are willing. Personnel are moved constantly between TSCOMM and TCF which makes it difficult to become qualified in a timely manner. Personnel are required to become CWO and TWO qualified and next thing JFTOC as well. It would be better having personnel focus on either TWO or CWO so that they have overwhelming knowledge in their corresponding sections. They would have the knowledge to qualify and train personnel.

I think there have been times when communication within the workplace has been lacking. By this I mean we had someone step into a role that put them overseeing two different work centers and no one was informed. I also feel during the time this position was being created for said person, I was personally overlooked with concerns to things happening in my work center (i.e. questions regarding stuff I am in charge of were taken directly to the other person and not me). This was happening well before anyone knew anything about the new position being created. It was also stated directly to me while questions about my work center were being directed at the other person, "sometimes I forget you're in here." I was usually in the same room during the times questions were being asked; however, they were never brought directly to me.

In my opinion, the effectiveness of this unit is mediocre. I believe there are a few reason as to why this is the case.

- 1) Expectations of newly arriving personnel are unclear with regard to uniform standards, IW qualification timeline requirements, and the 3M qualification process. Command Indoctrination and early coordination by immediate supervisors would be key to resolving this issue.
 - 2) Adequate informational and training resources are not always available for use by operational personnel. When systems or components are upgraded or installed, the contracted technicians rarely if ever leave any documentation or training for our Sailors to reference.
 - 3) Senior NCO manning is insufficient. Operations department should have at least one more Chief Petty Officer to assist with day-to-day operations, training and administration.
-

Senior leadership micromanagement has shifted from the previous XO, to our current CO. Our Command's CPOs especially, in addition to our DHs, and FCPOs need to be empowered and trusted to accomplish the mission without constant interventions until proven they are not up to the task.

I beleive at some point we are a reactionary command, VS a "plan it out" command.

Personnel are not utilized in an effective manner. We claim to use billet based distribution, but the truth is the system is broke. If BBD was the reasoning, then why are we able to rotate personnel throughout the command? Why are ITs being used in Niscemi as an excuse to fight for more personnel billets in Niscemi? Why are people able to leave N3 and go to different department? So the excuse of BBD is complete nonsense.

How is an organization effective when there is no thought given to how policies will affect morale and do not pass a common sense check? Is doing something just because you can and have nothing telling you it cannot be done truly an effective leadership style? Is the culture of "act first, ask forgiveness/permission later" the culture and climate we want to encourage in this command? For example: Colors is wanted to be performed. To do so, a flag pole and adjustments to the duty section watchbill are needed. Since no one is able to tell my why I cannot do so, let's order a flag pole and get started. But can it be explained how this will benefit the command? We just got off a senseless muster every Saturday, and now we have to commit time better spent with our families to doing colors? Is the thought of the travel time, up to an hour EACH WAY for some of us, even considered? Were Captain Trickle or Colonel Frare even consulted before deciding to put a flag pole on the property?

The command is split into multiple locations to contribute to the mission. From these locations the departments are not fairly addressed in the same manner and people are ignored to a degree and under mentored. A lack of self confidence and Pride in work as created a work environment where sailors neglect training and support of one another. There are no incentives to progress and become a better sailor. There are limited chances to compete with other parts of the command that get unfair advantages with evaluation goals. The morale for a LARGE portion of the command is in shambles. The Facility is constantly in construction and the jobs completed are sub par and sometimes need rework. Health issues potentially could be a problem due to the conditions of the work environment. Just now these are being addressed more aggressively but the perspective has been shown for the ones that have endured these conditions.

There are times when we wish we could have our leaders make decisions fast so we can continue working instead of being at a stand still. Sometimes things get lost between the chain and we get blamed later when we followed the chain. our recommendations get overrode too often when we are confident on the subject and were right later on and wasted time.

Organization is very good at accomplishing short fuse tasks and prioritizing the mission.

very effective!

I have noticed and experienced the unfair treatment within our Department. Leadership claims to be there if you need them, but their actions show differently. Anytime something minor happens, it gets blown out of proportion and they don't allow their personnel to explain what happens before they decide to punish them along with the rest of the department. It is difficult working here because you can bust your behind, getting qualified, volunteering, taking on collaterals, going to school, etc. and still be looked down upon. I don't understand how they expect us to have a positive outlook on the command and the workplace when all they do is bring us down. If we were to have different leadership (LPO, DLCPO, DEPT HEAD) I believe the personnel would be better and more motivated, instead of drained and frustrated with the place.

Overall the effectiveness is average to above average. There is a lot of "red tape" regarding supplies, contracts, and funding that tends to delay tasks to an unacceptable speed. When requests are denied or delayed there is often not enough supporting documentation on why things are delayed. It often feels like the person is just too lazy to do the extra work. For example, GPC requests are so restricted here that it delays operational requests. It feels like GPC requests are denied purely to minimize the paperwork and documentation to make inspections easier. Being a "steward of Navy dollars" doesn't mean shutting everything down. Often, the reason why "normal military ordering" (NSNs and GSA) isn't viable is because of extended shipping times. Especially since GSA purchases are also GPC requests.

Getting qualified in 3M is more difficult than necessary. There should be a clear outline of topics that the person getting qualified can use as a guide. Instead, it feels like one needs to study all things 3M, even when a lot of those areas do not apply to the type of maintenance that individual will be performing while at this station.

From the bottom looking up, it appears the command makes decisions arbitrarily. The CO's self proclaimed mantra of "if it ain't broke, you haven't checked in awhile" gives off the impression that he is interested in changing things just for the sake of change. Fortunately, he has been receptive of people's feedback no matter what level it comes from, but there is still an impression of make change first, ask for impact feedback later.

As a member of this command. I find it that many people have their way of approaching their everyday tasks. Depending on where there job is located definitely decides how stressful there work environment will be. Leadership is definitely a deciding factor when it comes to how your environment effects you. Being a leader myself, I have learned that the way I treat my people, makes a big difference in my office. Makes the job a lot easier. And you definitely receive the respect and effort in return if you are doing it right. For those bad comments that this command does receive, I believe 30% may have to do with the sailors character. However, 70% definitely deals with there lack of great leadership. I hear a lot on a regular basis of people very sad with their everyday job, because of their bad leadership. But because I am not in a place to make a change for them. I hope after these survey's that a difference is made. Other than those points, I love this command.

I believe that some ship rates should not be at NCTS. I see the personnel in the EP Shop and they look miserable because they don't perform their rate on a normal day. I see them painting, engraving plaques, hanging up boards, performing urinalysis, and not doing their actual job. I believe there are 2 Engineman and 1 or 2 Electrician Mate. Their main job is to ensure the Generators are ready to operate whenever we lose power. It's my personal belief that ship rates should not be here and we should have more Seabees to do the "Non-Essential" jobs like engraving and painting. If we need these rates for manning purposes provide more resources so they can perform their job.

I feel that the fact that the people who got in trouble and investigated for TS spillage onto the Secret network not getting at least Captains Mast is an affront to our rate as well as this organization. These actions effected every single person on the watch bill when we had to break down into 3 sections with one nights warning. Not only were the service members effected, but every single spouse and family member of someone on the watch floor. The decision to not send them up to Captain's mast makes me physically sick. When we punish others for being UA for 12 hours by mistake or for riding a motorcycle without having an advanced riders certificate or having someone fall asleep on your watch floor unbeknownst to you but not punishing the people who created the possibility of information leaking that could put our nation's security in GRAVE danger I think we need to take a hard look at ourselves because there is a huge problem. Whatever punishment was given will not work.

MILITARY BEARING NEEDS TO BE ENFORCED. IT'S DOESN'T MAKE SENSE THAT ADMIN IS ALWAYS CLOSED WHEN MIDS ARE GETTING OFF. YN2 MANN WILL EMAIL ME TO COME SIGN SOMETHING AND I COME AND SIGN AND HE'LL TURN ME AWAY SAYING ADMIN IS CLOSED. IT JUST DOESN'T MAKE SENSE TO ME.

Sir,

My biggest complaint is the newly assigned PQS training system in N3 which require personnel at TSCOMM to be qualified in Tech Control PQS's and vice versa.

There are those who have complained about not getting cross-trained who are interested in network administration, and having the opportunity to work at LNSC. This command already denies N3 personnel NAVY COOL vouchers for security+ and instead of cross training we are required to do an overwhelming amount of new radio PQS's for a workspace in which we don't work in, and to do them in a time frame which is not even remotely realistic if you do not work there.

While my complaint can easily be construed as it's just laziness on our part, I feel as if this new training plan just piles on busy work that does nothing but hinders those who wish to pursue IT certifications, and that this command does not give watch standers the opportunity to grow.

I believe the command has huge gaps in leadership greatly affecting the organizational effectiveness. Most divisions do not have a direct divisional Chief or Officer. So if I have an issue my first class can't address or resolve I have to address my department head who is the XO in my department. And with most things I don't feel comfortable going to the XO about especially a personal problem. Every division needs either a chief or officer to represent and have their backs so to speak.

I feel like the support billets are treated like second class citizens and hoping it will change with new triad

11. My workgroup is united in trying to reach its goals for performance. I strongly disagree because I continuously see E-6's refuse to work together to complete simple and basic tasks such as ensuring their personnel are qualified and not delinquent in other assigned tasks. CPO's and Officers have to constantly step in to do their jobs for them.

12. We all take responsibility for the performance of the workgroup. I strongly disagree because I believe the E-6's do not take responsibility for E5 and below actions. I feel they fail to realize their personnel are a reflection of their leadership.

To soon to have a fair opinion on the effectiveness of this command since all three members of the TRIAD are recent additions.

The triad has a knee-jerk reaction. They hear a complain during a brown bag interview and they treat it as gospel without reviewing any facts and create the change.

The CO, with a lack of a better term, is a hypocrite. He would put out one thing and does the complete opposite. One good example is speeding on base and you'll see him breaking that.

Money is spent on beautification of the COs office as the rest of infrastructure falls on the wayside.

The command's objective is not in line with the command's mission. Work centers are allowed to shutdown their department to participate in COMRELs while we are left behind with no ADMIN or Supply support. And this all happened after we were told that COMRELs will be conducted outside normal business hours but that all shifted as the CO adopted a school and have made COMRELs a command priority.

How come people are getting NAMs for "doing a great job at their work" and then the following week are getting dinq messages from NCTAMS?

Sometimes I feel like my LPO has us do things just for the sake of doing them. The task direction is lacking from my lpo depending on the week. I don't think he wants to help when we need it because he thinks it's beneath him. He also doesn't listen to junior people when we are the subject matter experts. The organizational effectiveness in this workcenter depends on the week.

I am confused about the priorities at this Command. Everywhere else I have been and even here I have heard that the Mission Is Priority. Yet this command holds sailors who put their primary responsibilities to the side to perform those collaterals in high esteem. In-rate proficiency doesn't seem to be a focus here but pictures must be taken. What about the junior sailors covering down, performing their own job and another sailors?

I don't believe that we are effective as an organization by planning two COMRELS the same week as a 3M TAV, it spread out resources very thin and sends a disjointed picture of what our command priorities are. Also with the COMRELS, clear communication about what is expected up front from volunteers would be helpful. The first emails went out describing that we were taking on a school to rehab it, lists of materials were sent out but later it turned into teaching and playing sports. Some volunteers felt frustrated because they wanted to use their time and talents on rehab and feel less comfortable with personal interaction and teaching. Also the rehab work slowed down when people were diverted to the other tasks. Lastly, it's not good practice to use a government vehicle to use personal money to pay for and transport those materials paid for with personal funds.

WE ARE NOT AS EFFECTIVE AS AN ORGANIZATION, BECAUSE COMMUNICATION FROM THE CO TO THE XO/CSC THAT IS SUPPOSED TO BE PUSHED DOWN TO THE DH AND CHIEFS (KHAKI) LEVEL IS NOT BEING SHARED CORRECTLY VIA XO/CSC AND VICE VERSA. E5 AND BELOW HAVE MORE POWER THAN THE KHAKIS, WHATEVER THEY TELL THE CO, INSTEAD OF INVESTIGATING, HE CHANGES POLICIES WITHOUT ALL KHAKI LEVEL INVOLVEMENT.

Equal Opportunity/Equal Employment Opportunity (EO/EEO)/Fair Treatment Section Comments

This command does a great Job with EO.

NO COMMENT

Leadership needs to show their value toward the sailors and show fair rewards and punishments throughout divisions and departments.

None.

I believe there is favoritism in the command. Some people are given recognition they don't deserve. I also feel that the command puts more value on collateral duties over knowing the job you have.

No comment worth writing.

I believe all at this command are treated equally and fairly.

Statements have been made in reference to women being at home "taking care of the house" or quoting the bible in a manner of "this is how it should be".

In the past year, there have been instances where someone in multiple minority groups voiced to the workcenter that she should not be on the watchfloor, since she has other skills that could be used as day staff. After complaining about being discriminated against for her gender and orientation, she was moved from one watch area to another. She continued to complain about being on the watch floor, and made further complaints of discrimination that were investigated and found unfounded, but had been moved to day staff in the mean time. The command might be better served by having an informal preliminary investigation before just giving into people's complaints.

The maintenance staff and day workers are given vastly more opportunities for collaterals, volunteering, and days off when compared to watchstanders, who work a minimum of 22 hours more per 2 weeks, not counting the near constant 3-4 day weekends given to day staff. This imbalance leads to better evals and points for SOQ.

I believe we have a great CMEO Team here at NCTS Sicily. They present adequate information during GMT and Command Indoc. I believe if I had a problem and I went to any of them, they would help me solve the issue.

From what I have seen so far, women in my department are preferred or even favored. If a man has an issue then it tends to be throw out by certain members in my COC and then if the same issue happens to a women then the same members in my COC are quick to react.

I believe that all protected categories are adequately and fairly supported within my organizations and that no Sailor is denied any opportunity based on their gender, religion, sexual orientation, national origin, race or color.

EO/EEO/FAIR TREATMENT COMMENTS

all is fair

While the "Brown Bag Lunch" with the CO is an effective method of gauging command morale, the resulting changes made on the spot, with no official policy other than the verbal order, cause confusion. Some even wouldn't hold up to an objective review of benefits upon command morale, climate, effectiveness, etc. How are these changes, supposedly designed to make the command more efficient and like a ship, truly beneficial? Sometimes, the changes come across as a simple desire to undo everything positive the previous Chain of Command put into place. True, some Navy/military customs should have been better enforced (calling "Attention on Deck" for the CO as one example), but what do other changes make better? There is an area for the protection of the building and grounds that is marked by barriers. Yet anyone determined enough only needs to throw a grenade from the road to accomplish enough damage to render the "protections" moot. And were the NASSIG CO or Italian base CO consulted first?

Everyone here is diverse and responsible enough to be professional and wise about how they approach one another. I have not experienced any issues with Bias or discrimination.

Only one thing is how some names are being given out for nearly nothing while people have achieved greater feats and barely receive an loa

From my perspective NCTS does not have any EO issues.

I believe the Triad, to include Senior Leadership, would take EO/EEO complaints more seriously than our previous Triad and Senior Leadership. There were issues of adultery and child abuse that I believe were not handled properly in the past and were swept under the rug so Naval Messages wouldn't be sent out.

I do not believe everyone is treated fairly at this command. First and foremost the most important people at this command are the watch standers. Everyone else plays a supporting role to the watch standers. Point blank. But for some reason this command makes it almost feel like a punishment to be on the watch floor. Being on the watch floors isn't taken in to account enough for the annual evaluations either. I don't think awards are given out fairly when two whole watch teams got awards for trouble shooting a circuit minus one person. The person who did a lot of the heavy lifting in setting up that circuit just because he had recently gone up to mast. What does that say to our sailors? That when you mess up you should just give up because no one will let that go. The fact that IT2 Clarke messed up in January and then did not go to Captains Mast until end of March is a problem. He messed up in January but helped fix the circuit middle of March. How can you justify not giving him a NAM?

I THINK I FEW CAUCASIAN MEMBERS NEED TO STOP USING THE N WORD AROUND THE WORK PLACE.

36. Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup. Awards are/have not been fairly distributed. Personnel are receiving SPOT NAMs for doing their assigned job and not for it being based on a specific achievement of a superlative nature. In addition personnel are receiving SPOT NAMs for doing/completing the exact same task/achievement as another person that did not receive a SPOT NAM.

Nothing negative to report.

I don't know what the CO's take on this as we haven't seen his EO/EEO policy.

Favoritism seems to be shown certain individuals in the command even though they aren't the best at their job they do well with collaterals and it seems to me that the chain of command puts value on collaterals more than ability to do the job they joined the navy to do.

Sexual Assault Prevention and Response Section Comments

I think the only improvement for the Navy's policy should discourage false Reporting.

NO COMMENT

None.

N/A

This is one area where my command is more than sufficient at prevention and response.

Non issue in my workplace.

Changing the attitudes of a group inundated with machismo is a long, and arduous process. We have been fortunate to not have sexual assaults within the command, but I do believe that if one of the "popular" sailors was ever accused, the accuser would face some backlash, if only from friends of the accused.

I believe our SAPR Coordinator and the VA team has done a great job.

I have not perceived any evidence of sexual assault/harassment while assigned to this unit, but I feel that my command would be effective in properly dealing with the situation if a sexual assault or harassment situation was to occur.

SEXUAL ASSAULT PREVENTION AND RESPONSE COMMENTS

all good in the hood

Why must we wear our "Peanut Butters?" on Fridays? In what way does this actually help the pride in our command, which we already felt considerably? We have rocked every inspection, are setting a new record of ARI-free days at a command with a majority of junior Sailors, and are recognized WORLDWIDE to be the BEST COMSTA in the world. How is a uniform change going to increase that considerable pride and level of accomplishment? I understand that one does not achieve a certain level of responsibility without being able to make the hard decisions and being able to eek out just that much more efficiency in an already finely tuned organization. But when does that reach a point where the effect upon morale and stress levels is ignored? Since the placement of several new policies, some already discussed, my personal stress levels have increased by double. I just left four straight years at sea, two ships back-to-back, one of them arduous duty.

Nothing to say on the topic of Sexual Assault.

NO COMMENT

No comment simply because I have not seen anyone who has been exposed to sexual assault.

No concerns and have not witnessed issues in these areas.

General Written Comments

None.

The Navy needs to wake up and realize that over the last three decades all it has done is increase administrative and program requirements, reduced funding for things like maintenance, stripped training to the point where Sailors have no ability to perform their primary tasks, created a culture where Sailors freak out over having a "good collateral" so they can get a "good eval" and promote.

NCTS has a new ET who can't identify any of the five basic components that were placed in front of him. He was TOP OF HIS CLASS. This is PATHETIC.

N/A

ADDITIONAL COMMENTS

na

I chose this command because it has the reputation of being a low-stress, high-efficiency environment. I would be able to travel and spend time with my family, whom I barely saw for the last four years. It was a bit of an adjustment in some ways, but the only annoying aspect was the morning muster on Saturdays. This took me away from my family for a minimum of three hours in the morning. Once that ended, things improved both at home and at work. Now, I have to tell my wife that I will now have to go to work for colors each Saturday and Sunday I have duty, thus spending a total of FOUR hours away from them EACH DAY, not to mention having to stay later EVERY WEEKDAY to complete evening colors. This is a severe effect upon my family's quality of life. It interferes with our ability to arrange our schedules to accommodate travel for our children to and from school, appointments, etc. This is true not only for the Section Leaders, but also those who stand CDO. Do our families not matter?

I feel that N3 is held to a much higher standard than any other department and is given far worse treatment. And this whole mandatory cross-training thing is ridiculous. It takes away from the sailors that want to go above and beyond and be that EP sailor. What is the difference between the sailor that goes and gets these qualifications ahead of time and on his own time and the sailor who is forced to do it and begrudgingly does it? Nothing on paper. They both got the qualifications. It is like when they made the warfare pins mandatory. It ruins the whole point of having them. It is also significantly more difficult for the watch standers at TSCOMM to get fully qualified than the ones at Tech control and this has been acknowledged by the N3 training Petty Officer.

NO COMMENT

None

Appendix D: Operational Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready “green” zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website www.navynavstress.com. If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

PART I: Overall Stress Assessment

A. Stress Continuum Model

1. How familiar are you with the Stress Continuum Model?

	Frequency	Percent (%)
Confident	36	37.50
Can Apply	33	34.38
Understand	16	16.67
Slightly familiar	5	5.21
Not at all	6	6.25
Total	96	100.00

2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

	Frequency	Percent (%)
Green	17	17.71
Yellow	47	48.96
Orange	14	14.58
Red	6	6.25
Do Not Know	12	12.50
Total	96	100.00

3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?

	Frequency	Percent (%)
Green	29	30.21
Yellow	37	38.54
Orange	17	17.71
Red	4	4.17
Do Not Know	9	9.38
Total	96	100.00

B. Work Stress

4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?

	Frequency	Percent (%)
A lot	20	20.83
Some	35	36.46
A little	30	31.25
Not at all	11	11.46
Total	96	100.00

C. Outside Stress

5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?

	Frequency	Percent (%)
A lot	13	13.54
Some	31	32.29
A little	27	28.13
Not at all	25	26.04
Total	96	100.00

D. Individual Stress - Past 30 Days

NOTE: “Individual Stress” is made up of the following four items:

In the PAST 30 DAYS...

- How often have you felt unable to control important things in your life
- How often have you felt difficulties were piling up so high that you could not overcome them
- How often have you felt confident about your ability to handle your personal problems
- How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS):

If the “Unit” average is higher than the “Navy” average, then your unit is displaying a higher level of individual stress. Equally, if the “Unit” average is lower than the “Navy” average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DEOCS respondents. Asterisk (*) = five or less respondents.

	Navy Average	Unit Average
Aviation	9.63	0.00
Expeditionary	9.26	0.00
Information Warfare	9.25	8.96
Medical	9.14	0.00
Special Operations	8.83	0.00
Submarine	9.51	15.00
Surface	10.15	7.44
Other	9.18	7.75
TOTAL	9.56	8.00

E. Navy Work Week

7. On average, how many hours did you sleep per night in the PAST 30 days?

	Frequency	Percent (%)
3 hours or less	0	0.00
4 hours	9	9.38
5 hours	16	16.67
6 hours	35	36.46
7 hours	21	21.88
8 hours	14	14.58
9 hours	0	0.00
10 or more hours	1	1.04
Total/Average	96	6.20

F. Types of Stress

8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	16	17.39
Some	20	21.74
A little	33	35.87
Not at all	23	25.00
Total	92	100.00

9. Communication within my organization.

	Frequency	Percent (%)
A lot	16	17.39
Some	24	26.09
A little	34	36.96
Not at all	18	19.57
Total	92	100.00

10. Lack of personnel in my working group to get the job done.

	Frequency	Percent (%)
A lot	15	16.30
Some	19	20.65
A little	29	31.52
Not at all	29	31.52
Total	92	100.00

11. Increase in my work load.

	Frequency	Percent (%)
A lot	14	15.22
Some	26	28.26
A little	27	29.35
Not at all	25	27.17
Total	92	100.00

12. Working long hours.

	Frequency	Percent (%)
A lot	12	13.04
Some	31	33.70
A little	21	22.83
Not at all	28	30.43
Total	92	100.00

13. Conflicts between my professional duties and family responsibilities

	Frequency	Percent (%)
A lot	12	13.04
Some	16	17.39
A little	27	29.35
Not at all	37	40.22
Total	92	100.00

G. Barriers to Seeking Care

14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

	Frequency	Percent (%)
Strongly agree	1	1.09
Agree	9	9.78
Neither agree nor disagree	28	30.43
Disagree	25	27.17
Strongly disagree	29	31.52
Total	92	100.00

15. Navy attitudes create barriers to seeking help for stress problems.

	Frequency	Percent (%)
Strongly agree	4	4.35
Agree	23	25.00
Neither agree nor disagree	24	26.09
Disagree	20	21.74
Strongly disagree	21	22.83
Total	92	100.00

H. Positive Aspects of Stress

Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to current command) please indicate how much you agree or disagree with the following statements:

16. I feel pride from my accomplishments.



























































































	Frequency	Percent (%)
Strongly agree	29	31.52
Agree	34	36.96
Neither agree nor disagree	15	16.30
Disagree	8	8.70
Strongly disagree	5	5.43
Not applicable	1	1.09
Total	92	100.00

17. I am more confident in my abilities to deal with stressful situations in the future.

	Frequency	Percent (%)
Strongly agree	20	21.74
Agree	40	43.48
Neither agree nor disagree	26	28.26
Disagree	3	3.26
Strongly disagree	2	2.17
Not applicable	1	1.09
Total	92	100.00

PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (*) represents a demographic with five or less respondents.

	Command Level	Individual Level	Individual Stress - 30 Days	Work Related Stress - 12 Mon	Other Stress - 12 Mon	Seeking Assistance
Military						
Civilian						
Officer						
Enlisted						
Junior Officer						
Senior Officer						
Junior Enlisted						
Senior Enlisted						
Junior Civilian						
Senior Civilian						
Men						
Women						
Minority						
Majority						
Total						

Green = Acceptable

Orange = Moderate Concern

Yellow = Slight Concern

Red = High Concern

PART III: ADDITIONAL RESOURCES

The following provides additional resources and information specific to the United States Navy Operational Stress Control Program.

STRESS CONTINUUM MODEL

ACTIONS FOR INDIVIDUALS AND FAMILIES

	READY	REACTING	INJURED	ILL
Individuals	<ul style="list-style-type: none">• Good sleep habits• Good fitness habits• Healthy eating• Sense of humor• Positive attitude• Productive and focused• Socially connected• Calm and confident• Effective communication• Moderation and balance• Able to relax• Sense of purpose• Feel on top of things	<ul style="list-style-type: none">• Impatient or irritable• Worried• Trouble sleeping• Appetite change• Apathetic• Withdrawing socially• Cutting corners• Reduced concentration• Increased use of alcohol• Increased use of tobacco• Muscle tension/fatigue• Excessive escape mechanisms (TV, Internet, gambling, etc.)	<ul style="list-style-type: none">• Can't fall or stay asleep• Weight changes• Persistent, vivid nightmares• Intense emotions• Loss of interest in activities• Social isolation• Loss of moral bearing• Suicidal/homicidal ideas• Confusion/disorientation• Episodes of rage or panic• Numbness• Loss of control• Substance abuse	<ul style="list-style-type: none">• Symptoms persist get worse, or return more severely• Persistent trouble functioning
Families	<ul style="list-style-type: none">• Children well-adjusted and secure• Regular routines• Good communication• Clean/organized home	<ul style="list-style-type: none">• Children acting out, or insecure• Dropping routines• Difficult communication• Increased clutter and disorder• Reduced intimacy	<ul style="list-style-type: none">• Major behavior issues• Feeling of chaos• Constant fighting• Silence, severe lack of communication• Loss of intimacy• Verbal or physical abuse	<ul style="list-style-type: none">• Symptoms persist, get worse, or return more severely• Persistent trouble functioning
Command/Unit	<ul style="list-style-type: none">• High morale• Strong cohesion• Good order and discipline• Deglamorization of alcohol and tobacco• Attention to detail• Clear sense of mission	<ul style="list-style-type: none">• Falling morale• Split groups• Deferred maintenance• Minor discipline problems• Increased alcohol incidents• Decreased attention to detail	<ul style="list-style-type: none">• Low morale• Divided camps• Equipment out of service• Significant discipline issues• Significant alcohol incidents• Multiple drug incidents• Vigilante missions	<ul style="list-style-type: none">• Not mission capable

ACTIONS FOR LEADERS

READY	<ul style="list-style-type: none">• Provide tough, realistic training• Build unit cohesion• Foster high morale, positive command climate• Deglamorize alcohol and tobacco use
REACTING	Includes all actions above and... <ul style="list-style-type: none">• Help Sailors maintain work-life balance• Ensure adequate time for crew rest• Encourage communication• Conduct after action reviews• Stress first aid• Mitigate
INJURED	Includes all actions above and... <ul style="list-style-type: none">• Refer for early intervention• Communicate and coordinate with providers
ILL	Includes all actions above and... <ul style="list-style-type: none">• Refer for medical evaluation and treatment• Communicate and coordinate with providers• Reintegrate into unit

For additional information about Navy Operational Stress Control or to seek help for individual, command, or family stress the following resources are available:

Operational Stress Control Online: www.navy.navstress.com

Navy Marine Corps Public Health: www.nmcphe.med.navy.mil

Naval Center for Combat and Operational Stress Control: www.nccosc.navy.mil

Navy Knowledge Online: www.nko.navy.mil

Fleet and Family Support Center: www.cnic.navy.mil/CNIC_HQ_Site

Chaplains (Contact your local Base Chapel or www.chaplaincare.navy.mil)

Medical and Mental Health Providers (Contact your local Military Treatment Facility or www.tricare.mil/mentalhealth)

Military One Source: www.militaryonesource.com / 1.800.342.9647

PART IV: RESPONSE TO "What three things could your command do to reduce your stress level?"

Less unnecessary tasks.

More Command-wide functions, where everyone can participate.

Clear communication on expectations.

1. Prepare for events more than one day ahead of time

2. Put out news about important events more promptly

None

I do not have a response for this.

Donate to a charity or mess to be able to wear civilian clothes once a week/month?

Donate to wear a hat of your choice?

There will always be some stress. I don't believe you can be in the military and be in the Green all the time. I think yellow is a good place to be at. It builds resilience and makes you live a more rewarding life. Green is theoretically nice but more times than not, unattainable. This command is easy and there is not anything that needs to drastically change. CO, thanks for changing the culture from the last Triad. I appreciate the heck out of you for that.

We are working longer hours due to lack of personnel in workgroup.

Increased workload has caused less time for collaterals/extra activities

1. The actions of a few should only effect a few and provide a teaching moment to the many.

2. Become more flexible with when asking people to come in during there off time.

1. Senior leadership should reflect on if personnel issues that aren't operational in nature needs to impact operational watchbills.

2. Switch to five section watchbill.

3. N/A.

1: Be more predictable and require less flexibility from the junior sailors for the sake of the senior's rigidness.

2: Be more cautious of reactions to situations and ensure they don't become over reactions at the expense of all E-6 and below.

3: Explore possibilities to streamline the watch floors. Anything ranging from 5-section duty to looking at what time turnovers happen. Never stop streamlining.

1. LPO's TO TRUST THEIR THIRD CLASSES TO GET THE JOB DONE THAT THEY HAVE TAUGHT US TO DO NUMEROUS TIMES.

2. SOMEONE NEEDS TO TELL THE CO TO CALM DOWN EVERY ONCE IN A WHILE

3. CHECK ON SAILORS TO MAKE SURE THEY'RE DOING OKAY

- 1.) Emotional stability of immediate supervisors.
- 2.) Fair consequences and rewards.
- 3.) Inclusiveness between multiple Departments.

Make NCTS a navy family again.

None needed for me.

Stop making big deals out of little things.
Quit asking for inspections as a way to pump yourself up.

N/A

Open/clear communication, fair distribution of work and more opportunities for catharsis.

Morale
Morale
Morale

Designated nap time, stop trying to be like a ship, and less value on collateral duties and more value on being good at your job

Push qualifications for E-5 and below.

Nothing. Almost all stress is my fault for taking the things on that I take on and in my personal life. Command shouldn't focus on minimizing stress it should focus on rewarding the growth that comes from stress. Stress builds character and Sailors as much as steel builds ships.

More outside command activities, more off time and fun activities

I think we do a great balance of work, home and PT to alleviate stress.

1. Demand better support from support commands (e.g. Public Works).

-I understand fully that I'm to be punished if I do something wrong, but reward me when I do something amazing. I got the pleasure of coming in on my off time and watching 6 people get an award for a circuit I built, a circuit I wrote our Operating SOP for. I went out to the planes and other commands taking part in this operation and I got information that helped us enable our circuit to work better and I got to watch as I wasn't given any recognition and my work benefitted others; 3 of whom are leaving the Navy while I'm trying to make it a career. Punish me when I'm wrong, reward me when I'm right.

-Send more of the people on my watchfloor to the appropriate school so they need less On The Job Training.

-Give us more face time with our Chain of Command during a workday; it'd be nice to see my Chief or OIC or Triad when I'm working as opposed to on my off-time.

Better communication, Sports days, allow more visibility to smaller departments.

N/A

Fair and just periodic Evaluations!

- One year planned out calendar
 - Reduce number of required reports
 - Empower more personnel for increased tasking
-

NOTHING. I'M GOOD.

nothing that's not already being done.

Less inspections.

More focus on actual job not collateral or 3M (for non-3M departments)

Stop wasting time on remedial tasks such as sweeping water in parking lot

1. Better communication and forethought when changing the watch bill. Last minute, knee jerk reactions are not how a professional work center should be run.

A little stress is always good.

no comment

1) Rehearsing what they are about to put out and see if it sounds good.

Communicate better

1) Award more days off for watch standers like DONSA days for day staff.

2) Set up a gym in one of our vacant rooms for watch standers.

3) Give more incentives for people to get fully qualified in the performance of their jobs/duties.

Have a general knowledge of a watch floor. (How much work that has to be done, what messages should be sent and when.)

Personnel being qualified. (Upper COC is currently pushing this.) But does not see the full issue and only has their ideas.)

Better communication (Personnel cannot directly tackle problems while in a group environment, tends to create a rift.) information is definitely being lost in between the COC.

I don't believe that this will actually be read, if it is then I am fairly certain that a majority of the problems could begin to be addressed. I have only met 2 people with an open mind but I'll see what happens in the next 2 months.

I don't believe there is anything that could be done to help me with my personal stress other than the resources already in place.

1) Clear expectations for qualifying all Sailors in 3M (No tests exist, the process is not super clear).

2) Training opportunities for EIWS available earlier so that night shift workers may attend.

3) Fund the procurement of fitness equipment and shower heads for building 585, so that shift workers may integrate Physical Training into their work day. Fitness is a great way to relieve stress, but watch standers have to workout before or after 13 hours of work. This is beginning to negatively impact operations departments PFA scores.

nothing

Nothing at the moment.

What three things could your command do to reduce your stress levels

relaxed hours

MAX Liberty(within reason)

Rewards for Accomplishments

1. Command involvement days with families
 2. Command events, MWR sponsored. Wineries, hikes, ect.
 3. Possible change to watchbill rotations and timelines. MORE SAILORS TO N3 WATCHFLOORS.
-

Utilize all ITs in command to support operations. Integrate operations watchbill with Duty Section.

Throw Billet Based Distribution out the window

Enough with "We have always done it this way"

- 1) Cease with the sudden changes in policy.
 - 2) Consult with the NASSIG Base CO and the Italian Base CO before enacting changes concerning safety and U.S. Navy traditions/customs.
 - 3) Consult the entire chain of command, from E7 and above, for "reality checks" before deciding to enact any changes suggested.
 - 4) Don't do something just because no one/nothing says you cannot. It sets a bad example for our junior Sailors.
-

implement better clarification for evaluation of a sailor. Create more opportunities for the watch bill workers to compete with the day staff. Work on the mental stability of the Watch floor to create aspiring sailors to succeed not just get through the work period.

keep the liberty hours as is

keep the 3 days. are appreciated

- Clear communication of coming changes and expectations.
 - Less "knee-jerk" reactions with exceptions for extreme cases.
 - Continue with current sailor recognition and support.
-

e

I Don't know

Continue creating reasons for additional days off.

liberty

no last minute task

nothing. everything is being handle professionally with respect of everyone. outstanding command.

Working hours

Learn to communicate/lead their personnel

Learn what each personnel is experiencing throughout their department

Stop making everything a number one priority. We do not have to win at everything on day one. Priorities exist for a reason. Delegate a task to Department Heads and Chiefs. They are well trained in task management and picking correct priorities. Things will get done without constant micromanagement.

Setting realistic goals. I understand that some tasks have short fuses, but trying to get everything crammed into one week means you lose sight of the bigger picture. Basically, COMRELS, awards, and meetings take up time for operational tasks and deviate NCTS from its mission of maintaining communications in the AOR.

Adding new requirements to the already busy workload. Navy traditions are one thing, but when the traditions cut into actual operational commitment, it causes degradation in mission accomplishment. Example: Evening colors means we are going to keep sailors here until 2024 during the summer to raise a flag for the JFTOC watch who is required to stay inside. Work/Life balance.

we are a shore command, treat it as so. I just got off of a very high OP-tempo sea duty the last thing I want to do is stay stressed out for 3 years and go back to sea.

Let some fun happen, there is nothing wrong with a command having fun, PT can be a sports day, maybe civilian clothes could be worn twice a month or something. Lots of little things to make it less of a pain to come to work every day.

Let us all have shave chits, there is no reason I should have a shaved face. the world has changed people with beards are not seen as non professional, especially here in Italy. Not to mention it makes us stick out and become easier targets than we already are in town. The world view has changed, the Navy should change with it.

1. Adapt a 4-section watch rotation.
 2. If staying in a 3-section watch rotation, allow napping breaks if manning is sufficient. As it is now, the whole section gets disciplinary action if one person is caught asleep at a desk, but people can regularly go outside to smoke cigarettes with no worries.
 3. One big difference between civilian sector jobs and DoD jobs is that civilians have less clutter and miscellaneous little "taskers" to worry about in addition to performing their actual jobs. Service members would know their jobs more thoroughly and not spread themselves too thin if they didn't feel the need to take on collateral duties in order to be competitive for advancement. If one wants to volunteer out of the kindness of their heart, that's awesome. Would there be the same number of people "volunteering" if it was not excepted as a bullet point on an eval? At the same time, volunteering is an honorable thing and should be recognized.
-

Reduce the responsibilities of the duty section, or get rid of duty sections entirely.

Have clarity between correspondence and instruction.

1. More manning please.
 2. De-incentivize individuals to focus on their eval writeups and incentivize primary focus on the mission and collaboration with their peers. There are people in my dept who look great on paper, but are dead weight regarding their actual job.
 3. More manning again.
-

No duty section

- 1) I really like that during on Thursday for Command PT Days, we had a "Sports Day" (Dodgeball, Frisbee, etc). I believe those helped bring morale to command and reduced my stress levels.
 - 2) I think that Leadership should understand the task and not be afraid to ask questions, so whenever tasks are projected to Junior Sailors everything is clear cut and if questions arise the Leadership can answer.
 - 3) The CO is very happy to give more liberty days and sports days so that always reduces stress whenever I can take care of personal business when everything is still open.
-

Punish people appropriately. Reward me when I deserve it. Do not treat me any worse than everybody else.

ASK CHIEFS TO COMMUNICATE WITH THEIR LPOs SO THEY ARE ON THE SAME PAGE AND DON'T GIVE OUT THE WRONG INFORMATION.

Stop sending watch standers ASF

Send me TAD to Virginia or allow me to duty swap.
Assign Chiefs or officers to all departments to help with issues.

more time off
better communication for task that need to be done
less paper work

1. continue to hear our concerns and be vocal as to what the concerns are and how they intend to implement them.
 2. don't take one watch floors complaints as if they are coming from all the watch floors, we all don't share the same ideals as our counterparts at the other sites.
 3. keep in mind that the entire reason we are here is to complete the mission, and the watch standers are mainly who are tasked with that. and the auxiliary personnel (admin, supply, and the N6 shop) keep in mind that they are here to support the personnel who support the mission.
-

-More equipment training

more days off, training, communication.

1. Continue to hold personnel accountable
 2. Continue increasing communication
 3. Continue to trust that personnel can complete tasks assigned
-

I believe that the personal questions relating stress and emotional well being are private in nature. I believe there should be an option for not answering these types of questions.

Avoid knee-jerk reactions.

Putting out changes within the command without reviewing how it would affect the Sailors (for example, saying that we will start doing colors and there is no discussion on this matter according to the CO)

Casual Fridays instead of professional Fridays

My stress levels are pretty low.

make the mission the priority over collaterals.

Push harder to fill more Chief billets.

The CO should be aware that the pet projects are starting to create perceptions of favoritism. Moving sailors out of departments to work on a collateral full time when members of the same team aren't being moved causes other sailors to feel concerned about favoritism and leaves the chain of command of the sailor that moved feeling left out of the loop and having no say in the that process. Also moving sailors out of their primary duties has an operation impact for the sailors of that department and the whole command. Another example, telling a sailor that they will be relieved of watch standing duties in order to work on a collateral or volunteer work cuts out the departmental chain of command, leaving the sailor with the impression that the CO supports the individual sailor over supporting the chain of command.

Having sailors approach me with these concerns, puts me in a compromising position.

123

INVESTIGATE PROBLEM BEFORE MAKING POLICIES WITH E5 &BELOW WITHOUT UPDATING INSTRUCTIONS OR COMMUNICATING WITH KHAKIS FIRST.

From: (b) (6) LCDR USN NCTS SIGONELLA (b) (6) >
Sent: Tuesday, April 10, 2018 3:32
To: (b) (6)
[REDACTED]
Subject: RE: Skipper Fitrep Input
Signed By: (b) (6) mil@mail.mil

OPS,

Here are some examples:

-INSPIRATIONAL. Cultivated a climate of trust and professionalism, his command has thrived during his short tenure as evidence by the recent ULTRA inspection score of 97.3%, numerous personnel awards, and astounding advancement rate for his Sailors. 9 of 18 eligible E-6's in his command made board for Chief!

-DYNAMIC LEADER. Getting engaged in the local community to build the community relations with the host nation. His exceptional diplomatic skills, mature judgment, and proactive commitment were key to the command receiving several positive reports in Italian media and turning the tide of the negative press coverage regarding the MUOS satellite ground system at NRTF Niscemi.

-ENSURED MISSION ACCOMPLISHMENT. Established an important dialogue with NCTS Naples, NCTAMS LANT, and FLCSI-Naples regarding the bidding for a new cellular phone contract to ensure millions of taxpayers' dollars were saved in roaming charge overages.

- SUPERB RISK MANAGER. CDR Cordero's ability to manage risk and support theater objectives has been vital in delivering secure C4I within a fast-paced international environment despite equipment degradation. Begun the process to bring NMT to the command nearly 3 years ahead of schedule.


V/R
XO

LCDR (b) (6)
Executive Officer, NCTS Sicily
DSN: 314-624-2912
COMM: 011-39-095-86-2912
Mobile: 335-569-8000
NIPR: (b) (6) @eu.navy.mil
SIPR: (b) (6) @eu.navy.smil.mil

-----Original Message-----

Enclosure 26

From: (b) (6) LT USN NCTS SIGONELLA
Sent: Tuesday, April 10, 2018 9:14 AM
To: (b) (6)



Subject: RE: Skipper Fitrep Input

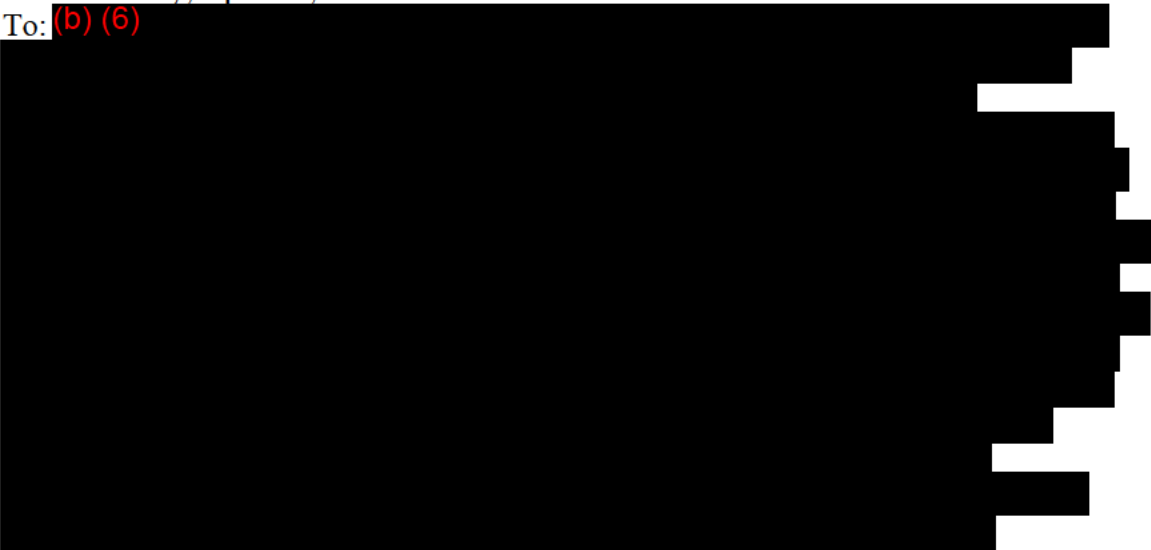
Good Morning Sir,
Do you have an example bullet that we could use to help with the writing style/process?

Very Respectfully,

LT (b) (6)
NCTS SICILY
Operations Officer
Senior Watch Officer
? DSN: 314-624-2833
? Comm: 011-39-095-86-2833
NIPR: (b) (6) @eu.navy.mil
SIPR: (b) (6) @eu.navy.smil.mil

-----Original Message-----

From: (b) (6) LCDR USN NCTS SIGONELLA
Sent: Tuesday, April 10, 2018 9:12 AM
To: (b) (6)



(b) (6)

Subject: RE: Skipper Fitrep Input

Team,

Please provide by COB if possible so N1 has time to compile and work the FITREP on Wednesday to go out on Thursday. I apologize for the short notice tasker. This is one is on me for not putting the info out sooner.

V/R
XO

LCDR (b) (6)
Executive Officer, NCTS Sicily
DSN: 314-624-2912
COMM: 011-39-095-86-2912
Mobile: 335-569-8000
NIPR: (b) (6)@eu.navy.mil
SIPR: (b) (6)@eu.navy.smil.mil

-----Original Message-----

From: (b) (6) CPO USN NCTS SIGONELLA
Sent: Monday, April 9, 2018 5:22 PM
To: M-SI-NCTS Department Heads-GD <NCTSSICILYDEPTHEADS@eu.navy.mil>
Subject: Skipper Fitrep Input
Importance: High

Good Evening Dh,

My apologies for the short fuse, but please provide me 1-2 bullets for the Skippers Fitrep NLT Wednesday morning. Please let me know if you have any question or concerns, thank you and have a good evening.

V/R
(b) (6)

Embracing YOUR Journey
"For I know the plans I have for you," says the LORD. "They are plans for good and not for disaster, to give you a future and a hope"- Jeremiah 29:11 (NKJV).

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From: Kearton, Kristian P CAPT FLTCYBERCOM
Sent: Thursday, August 30, 2018 11:13
To: Scheetz, Breier W LCDR FLTCYBERCOM/C10F
Subject: FW: NCTS SICILY CDR CORDERO FITREP
Signed By: Kristian.kearton@navy.mil

Please save for records.

R,
CAPT K

-----Original Message-----

From: (b) (6) LT FLTCYBERCOM/C10F, N00FS
Sent: Thursday, August 30, 2018 10:59 AM
To: Kearton, Kristian P CAPT FLTCYBERCOM <kristian.kearton@navy.mil>
Subject: FW: NCTS SICILY CDR CORDERO FITREP

CAPT K,

Email 2 of 3.

LT (b) (6)
Flag Secretary/Assistant Chief of Staff
to Commander,
U.S. Fleet Cyber Command
U.S. TENTH Fleet
9800 Savage Road
Bldg OPS-3, Floor 2, Room C2A56
Fort George G. Meade, MD 20755-6586
Phone: 240.373.3640 / DSN: 685.3640
NSTS: 311-962-3640
EX90: 730-1243
Fax: 240.373.3114
NIPR: (b) (6) @navy.mil

"Integrity is the most valuable and respected quality of leadership. Always keep your word."
~Jim Rohn

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-----Original Message-----

From: (b) (6) @eu.navy.mil <(b) (6)>
Sent: Thursday, April 12, 2018 8:55 AM
To: FCC_C10F_NSAH_N00_ADMIN <FCC_C10F_NSAH_N00_ADMIN@navy.mil>
Subject: NCTS SICILY CDR CORDERO FITREP

Enclosure 27

To Whom It May Concern,

Good day, I emailed CDR Cordero's FITREP to (b) (6), and also uploaded via AMRDEC safe to the above email address. I am respectfully requesting confirmation it was received so I may inform my CO. Thank you.

Very Respectfully,

(b) (6)
NAVCOMTELSTA SICILY
DSN: 314-624-6964
Email: (b) (6)@eu.navy.mil

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From: (b) (6) @eu.navy.mil
Sent: Friday, April 20, 2018 5:54
To: (b) (6)
Cc: (b) (6)
Subject: RE: COMREL Question
Signed By: MARION.FARRALES@EU.NAVY.MIL

LT,

Thank you for the information Sir, I appreciate you clarifying this for me.

Very respectfully,

(b) (6)
N4/Supply LCPO
NCTS Sicily
COMM: 011-39-095-86-6237
DSN: 314-624-6237
Email: (b) (6) @eu.navy.mil

-----Original Message-----

From: (b) (6) LT USN RL SO EURAFSWA SIGONELLA
Sent: Friday, April 20, 2018 10:34 AM
To: (b) (6)
(b) (6)
(b) (6) @eu.navy.mil
Subject: RE: COMREL Question

Chief,

I have tried calling several times, but can't seem to reach you. The bottom line is this:

- (1) You may use the government vehicle as transportation directly to and from the official event.
- (2) You may NOT use the government vehicle to travel to purchase or transport any materials in support of the official event.
- (3) You need to check in with PAO regarding the purchase of any materials in support of the official event.

I am around today, but will be leaving for two weeks starting tomorrow with limited access to e-mail. I have CCd LT (b) (6) who can assist with any follow up.

Very respectfully,

(b) (6)
LT, JAGC, USN
Deputy Staff Judge Advocate
Region Legal Service Office Europe, Africa, and Southwest Asia Detachment
Sigonella
Comm: 39-095-86-6325
DSN: 314-624-6325
Fax: 314-624-6223

Enclosure 28

(b) (6) @eu.navy.mil

Please provide FEEDBACK on our services by filling out a comment card here:
<https://ice.disa.mil//index.cfm?fa=card&sp=110395&s=528>

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transmission in error, please notify the sender via telephone or e-mail
address above and destroy this message and all copies you may have in your
possession. Thank you for your cooperation.

-----Original Message-----

From: (b) (6) CPO USN NCTS SIGONELLA
Sent: Thursday, April 19, 2018 11:02 AM
To: (b) (6) LT USN RL SO EURAFSWA SIGONELLA
(b) (6) @eu.navy.mil>
Subject: COMREL Question

LT,

Thanks for taking my call. Per our conversation, the question I have
pertains to COMRELS and the use of government material (vehicles) since we
already use government personnel. Our command has sponsored a school out in
the economy and we want to buy materials and transport them to the school
using one of our government vehicles. After reviewing the VCNO Annual
Standards of Conduct Guidance 2018, I believe it is okay since it is a
command sponsored event, but please let me know what your thoughts are.
Thank you.

Very respectfully,

(b) (6)
N4/Supply LCPO
NCTS Sicily
COMM: 011-39-095-86-6237
DSN: 314-624-6237
Email: (b) (6) @eu.navy.mil

UNCLASSIFIED SUMMARY OF SIPRNET-LOGINS (EXHIBIT 29)

In investigating the allegation that a third-party used CDR Cordero's SIPRNET token to log-in on his behalf to avoid being locked out, I compared the log of his SIPRNET-login times with the times that CDR Cordero was on leave or TAD. The log of CDR Cordero's SIPRNET account logins is classified and available upon request. In summary, a review of the login times compared with CDR Cordero's leave/TAD periods showed no identifiable discrepancies. There were no SIPRNET log-ins on his account while CDR Cordero was away from the Command.


CAPT Kristian Kearton

From: (b) (6) @eu.navy.mil
Sent: Monday, August 20, 2018 9:29
To: Kearton, Kristian P CAPT FLTCYBERCOM
Subject: RE: Phone Numbers
Signed By: (b) (6) .mil@mail.mil

CAPT K,

Here is his TAD/Leave:

TAD - 25-28 April
Emergency Leave - 29 April - 07 May
Leave - 19-28 May
Leave - 26 July - 02 August

V/R

(b) (6)

LCDR (b) (6)
Executive Officer, NCTS Sicily
DSN: 314-624-2912
COMM: 011-39-095-86-2912
Mobile: 335-569-8000
NIPR: (b) (6) @eu.navy.mil
SIPR: (b) (6) @eu.navy.smil.mil

-----Original Message-----

From: Kearton, Kristian P CAPT FLTCYBERCOM [mailto:kristian.kearton@navy.mil]
Sent: Monday, August 20, 2018 3:20 PM
To: (b) (6) LCDR USN NCTS SIGONELLA (b) (6) @eu.navy.mil
Cc: Scheetz, Breier W LCDR FLTCYBERCOM/C10F <breier.scheetz@navy.mil>
Subject: RE: Phone Numbers

(b) (6)

Thank you for the information. Please send me all TAD/LV for the CO since he has taken command.

R,
CAPT K

-----Original Message-----

From: (b) (6) @eu.navy.mil <(b) (6) @eu.navy.mil>
Sent: Monday, August 20, 2018 4:43 AM
To: Kearton, Kristian P CAPT FLTCYBERCOM <kristian.kearton@navy.mil>
Subject: Phone Numbers

CAPT K,

Here are the phone numbers (DSN, COMM, Cell):

N1 - (b) (6)
N3 - (b) (6)
N4 - (b) (6)

Enclosure 30

N5 - (b) (6)
N6/N9 - (b) (6)
N7 - (b) (6)
N8 - (b) (6)
BCO - (b) (6)
ISSM - (b) (6)
EKMS - (b) (6)
Financial Management - (b) (6)

LCDR (b) (6)
Executive Officer, NCTS Sicily
DSN: 314-624-2912
COMM: 011-39-095-86-2912
Mobile: 335-569-8000
NIPR: (b) (6)@eu.navy.mil
SIPR: (b) (6)@eu.navy.smil.mil

From: (b) (6) LCDR USN NCTS SIGONELLA <(b) (6)@eu.navy.mil>
Sent: Monday, April 23, 2018 9:58
To: (b) (6)

Subject: RE: 24 April COMREL Volunteers
Signed By: (b) (6)@mail.mil

Need a name for tomorrow in the next 20 mins! If you need to assign someone to do it, make it so.

Also, for Thursday, this is who I'm tracking. Still need three names:

XO (after FET event)

(b) (6)

V/R
XO

-----Original Message-----

From: (b) (6) LCDR USN NCTS SIGONELLA
Sent: Monday, April 23, 2018 3:36 PM
To: (b) (6)

(b) (6)

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(b) (6)

(b) (6) (b) (6)

Subject: RE: 24 April COMREL Volunteers

Thank you IT1,

Here is my current list now. Still need one more for Tuesday

CO

(b) (6)

(b) (6)

V/R
XO

-----Original Message-----

From: (b) (6) PO1 USN NCTS SICILY
Sent: Monday, April 23, 2018 3:16 PM
To: (b) (6)

(b) (6)

Subject: RE: 24 April COMREL Volunteers

XO,

Please add my name on the list.

Thank you

V/R,
(b) (6)

Information System Security Manager
NAVCOMTELSTA SICILY

(b) (6) [REDACTED]@eu.navy(.smil).mil

DSN: 314-624-2181/2120

Comm: 011-39-095-86-2181/2120

" There was a young man who had just begun
He was a willing a worker and a widow son
He was raised on the level and died by the square
He was buried on a hill only three know where "

-----Original Message-----

From: Scianna, James A LCDR USN NCTS SIGONELLA

Sent: Monday, April 23, 2018 2:53 PM

To: Balbuena, Richard D PO1 USN NCTS SICILY <Richard.Balbuena@eu.navy.mil>;

Barry, Thomas G CIV USN NCTS SICILY <Thomas.Barry@eu.navy.mil>;

Bertschinger, Michael A LT USN NCTS SICILY IT

<Michael.Bertschinger@eu.navy.mil>; Bockness, Shawn K CPO USN NCTS SICILY

<Shawn.Bockness@eu.navy.mil>; Craig, Joseph M CIV NCTS SIGONELLA IT

<Joseph.Craig@eu.navy.mil>; Eldridge, Ronnie D CPO USN NCTS SIGONELLA

<Ronnie.Eldridge@eu.navy.mil>; Fall, Ronald R LT USN NCTS SIGONELLA

<Ronald.Fall@eu.navy.mil>; Farrales, Marion F CPO USN NCTS SIGONELLA

<Marion.Farrales@eu.navy.mil>; Finch, Jennifer E CPO USN NCTS SIGONELLA

<Jennifer.Finch@eu.navy.mil>; Migliorini, Pietro IT USN NCTS SICILY BCO

<Piero.Migliorini.IT@eu.navy.mil>; Peak, Mark W CIV NCTS SICILY

<Mark.Peak@eu.navy.mil>; Rogers, Christopher P LT USN NCTS SIGONELLA

<Christopher.P.Rogers@eu.navy.mil>; Scianna, James A LCDR USN NCTS SIGONELLA

<James.Scianna@eu.navy.mil>; Valero, Jeremiah C CPO USN NCTS Sigonella

<Jeremiah.Valero@eu.navy.mil>; Worthen, William C SCPO USN NAVCOMTELSTA

SIGONELLA IT <William.Worthen@eu.navy.mil>

Subject: 24 April COMREL Volunteers

Importance: High

Leaders,

Here is who I am tracking for tomorrow. I need at least two more names in the next hour:

CO

(b) (6) [REDACTED]

V/R

XO

LCDR (b) (6) [REDACTED]

Executive Officer, NCTS Sicily

DSN: 314-624-2912

COMM: 011-39-095-86-2912

Mobile: 335-569-8000

NIPR: (b) (6) @eu.navy.mil

SIPR: (b) (6) @eu.navy.smil.mil

From: (b) (6) @eu.navy.mil
Sent: Wednesday, September 19, 2018 9:40
To: Kearton, Kristian P CAPT FLTCYBERCOM
Subject: FW: April 24th and 26th COMRELs
Attachments: Istituto Comprensivo Statale CARONDA.png
Signed By: (b) (6) @eu.navy.mil

Here is another one from the CMC, Sir.

V/R
(b) (6)

Embracing YOUR Journey

"For I know the plans I have for you," says the LORD. "They are plans for good and not for disaster, to give you a future and a hope" - Jeremiah 29:11 (NKJV).

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-----Original Message-----

From: (b) (6) SCPO USN NAVCOMTELSTA SIGONELLA IT
Sent: Friday, April 20, 2018 12:06 PM
To: M-SI-NCTS Chiefs-GD <NCTSSICILYCHIEFPETTYOFFICERS@eu.navy.mil>
Subject: FW: April 24th and 26th COMRELs

Mess,
(b) (6) has 3 volunteers. If you have people who are not involved in the 3m TAV put them on the list to go to this. Let me know at XO's call on Monday the names. We will have 12 names on Tuesday and 16 for Thursday.

R/
(b) (6)

-----Original Message-----

From: (b) (6) PO2 USN NCTS SIGONELLA
Sent: Friday, April 20, 2018 11:50 AM
To: M-SI-NCTS All Hands-GS <NCTSALLHANDS2@eu.navy.mil>
Subject: FW: April 24th and 26th COMRELs

Good morning CO, XO, Command Senior Chief, and NCTS Warriors,

Next week's COMRELs are quickly approaching, and we have less than a handful of volunteers so far for the 26th, and none for the 24th. These are very significant opportunities for us to build a closer relationship the Sicilian community while we are stationed at NCTS. Our efforts are being highlighted

by the local governments and seen by the Navy outside of this small island. With two dates this week, even those on the watchbill have a day off to be able to volunteer. Please make time to be a part of this community building.

v/r,

(b) (6)

NCTS Sicily
Honor Section TWO
NCTS COMREL Assistant Coordinator
NCTS Co-PAO
DSN:314-624-6544

-----Original Message-----

From: (b) (6) PO2 USN NCTS SIGONELLA
Sent: Monday, April 16, 2018 6:19 PM
To: M-SI-NCTS All Hands-GS <NCTSALLHANDS2@eu.navy.mil>
Subject: April 24th and 26th COMRELs

Good Afternoon CO, XO, Command Senior Chief, and NCTS Warriors,

With the adoption of the school ISTITUTO COMPRENSIVO CARONDA, we have many opportunities to help out among the community. In light of the continuation of being strong role models and revitalizing the school environment, we have two COMRELs that will have multiple facets from repairing and painting walls, cleaning the school grounds, to helping teach two different classes.

The COMREL on Tuesday, April 24, 2018 will be from 0730-1400. As this will be a work intensive day, there will be a minimum of 12 volunteers to show a strong support group from NCTS as a command. The school is located at in # 85 via Acquicella in the city port area, the link is listed below. The project will consist of a school cleanup (removing litter and pulling weeds which cause allergies to the children, repairing damaged drywall and plaster in classrooms, and painting classroom walls. The COMREL on Thursday, April 26, 2018 will also be from 0730-1400. On this day we aim to finish up the painting of the classroom and cleaning of the school grounds, help teach about the differences between U.S. and British English, and also help instruct in the importance of protecting the environment. As usual, the school will supply cleaning tools and host volunteers for lunch. Working gloves and hydration tools are highly recommended for all COMREL events and appropriate

working attire is to be worn.

As previously stated, a minimum of 12 volunteers is required for this COMREL

on April 24th and 16 on April 16th. However, I would like to ensure maximum

participation from the command so, more are always welcome. All volunteers must receive approval from their chain of command and CC Command Senior

(b) (6) as well as emailing myself, (b) (6), to ensure proper accountability. If you are interested I will need all volunteer names by COB

Thursday April 19, 2018 so I can pass on a true head count to the school and

(b) (6). LOAs will be given for all volunteers.

See map:

<https://www.google.it/maps/place/Via+Acquicella,+85,+95122+Catania+CT/@37.4973224,15.0707245,17z/data=!3m1!4m5!3m4!1s0x1313e2dbe134b427:0x6fdb21a68af17f6!8m2!3d37.4973224!4d15.0729132?sa=X&ved=0ahUKEwizueOIl7XZAhXGY1AKHSbAAosQ8gEIKzAA>

v/r,

(b) (6)

Honor Section TWO

TSCOMM LE

NCTS Co-POA

NCTS Assistant COMREL Coordinator

Ext: 624-5346



DEPARTMENT OF THE NAVY
COMMANDER, U.S. FLEET CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6586
FORT GEORGE G. MEADE MARYLAND 20755-6586

Canc: May 2018

COMFLTCYBERCOM/COMTENTHFLTNOTE 1610
N00

21 Feb 2018

COMFLTCYBERCOM/COMTENTHFLT NOTICE 1610

From: Commander, U.S. Fleet Cyber Command/U.S. TENTH Fleet

Subj: 2018 COMMANDER PERIODIC FITNESS REPORTS

Ref: (a) BUPERSINST 1610.10D
(b) COMFLTCYBERCOM/COMTENTHFLTINST 1610.10C

Encl: (1) Commander Periodic FITREP List
(2) FITREP Checklist

1. Purpose. Per references (a) and (b), this notice establishes the timeline for the 2018 Commander Periodic Fitness Reports (FITREP) and provides guidance for their proper submission. All packages must contain enclosure (2) and all supporting documentation. Reports must be emailed in accdb format.

2. Action. Submit FITREPs in accordance with reference (b) and enclosure (2). The officers listed in enclosure (1) will submit complete packages to their respective Directorate Head **no later than 19 March 2018**. Directorate Heads will submit all packages to Admin **no later than 26 March 2018**. All blocks will be reviewed for accuracy and continuity, and adhere to the timeline below. Commander, U.S. Fleet Cyber Command/U.S. TENTH Fleet will be the Reporting Senior.

- a. 30 Mar ADMIN PREPARES PACKAGES FOR RANKING BOARD
- b. 2 - 5 Apr DIRECTORATE HEADS CONDUCT RANKING BOARD (CHAIRER BY COS)
- c. 6 - 11 Apr FITREPS TO FLAG SECRETARY FOR CHOP AND EDITS
- e. 12 - 18 Apr FITREPS TO COS FOR CHOP AND EDITS
- f. 20 Apr FITREPS TO COMMANDER FOR REVIEW SIGNATURE
- g. 1- 4 May DEBRIEFS CONDUCTED
- h. 7 May FITREPS MAILED TO NPC

3. The following guidance is provided:

a. Block 6: Actual command UIC Officer is assigned to (i.e. 00055, 30736, 36005, 36006, 36007, 36008, 3822A, 45157, 50223, 50224, 50226, or 69699.)

b. Block 7: Actual command name Officer is assigned to (i.e. FLTCYBERCOM, TENTHFLT, COMTENTHFLT/NIP, etc.)

c. Block 8: Should be **REGULAR**. Use **SELECTED** if selected for promotion to the next higher rank.

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- d. Blocks 10-13: Select block 10, "**PERIODIC**."
 - e. Block 15: 18APR30
 - f. Blocks 9, 14, and 15: Verify for accuracy, continuity, and include LEAVE/TRAVEL, TEMADD or TEMDUINS if any. Provide Performance Information Memorandum, Concurrent reports or other documentation. All dates between period of reports must be included.
 - g. Block 20: Verify PRT score is current. Ensure member's "**PRIMS**" data is enclosed with submission.
 - h. Block 21: Select **BASIC**. Use **APPROVED** to identify individuals with approved retirement dates. Select **CO ASHORE** for external Commanding Officers.
 - i. Blocks 22-27: **GILDAY, M M, VADM, 1110, COMMANDER, 00055, 000-00-0000** (N00 Admin will insert SSN in final copy for signature).
 - j. Block 28: Responsible for operating and defending Navy Networks, Communications, and Space; providing tailored SIGINT; delivering Cyber, EW, and IO warfighting effects; and providing certified Cyber Mission Forces to U.S. Cyber Command. Commanding Officers use individual command employment.
 - k. Block 40: **Provide Next Career Milestone Recommendations** (Maximum of two). Do NOT leave blank.
 - l. Block 41: Lay-out should consist of opening (two to three lines, ALL CAPS, to break out the individual), bullets (cause/effect format), and closing (two to three lines, ALL CAPS, that reinforce the opening). Substantiate any grade of 1.0, PFA failures or any decline in performance. Ensure supporting documentation is provided. For further guidance, review enclosure (1) of reference (b).
 - m. Block 43: Leave blank
 - n. Block 44: **COMMANDER**
U.S. FLEET CYBER COMMAND/
U.S. TENTH FLEET
9800 SAVAGE ROAD SUITE 6586
FORT MEADE MD 20755-6586
4. Officers listed in enclosure (1) will be receiving FITREPS for this reporting period.
5. Records Management: Records created as a result of this instruction, regardless of media and format, shall be managed per SECNAV M-5210.1 of January 2012.
6. Points of contact for this matter are YNCS Payton and YN2 Damon who can be reached at (443) 634-8986 or via email at FCC C10F NSA H N00 ADMIN@navy.mil.


J. H. MILLS
Chief of Staff

Release and distribution:

This instruction is cleared for public release and is available electronically only via the FCC/C10F web site <https://usff.portal.navy.mil/sites/fcc-c10f/default.aspx>

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O5 COMMANDER REPORT

<u>Rank</u>	<u>Name</u>	<u>Desig/Status</u>	<u>Directorate</u>
CDR	Jesse Sanchez	1117/Regular	N00R
CDR	Brian Doherty	1200/Regular	N1
CDR	Justin Sprague	1830/Regular	N2
CDR	David Varona	1810/Regular	N2
CDR	Gary Fuselier	1820/Regular	N3
CDR	Gary Olivi	1810/Regular	N3
CDR	Richard Borden	1820/Regular	N3
CDR	Alan Mengwasser	1810/Regular	N3
CDR	Matthew Morton	1810/Regular	N3
CDR	William Wilson	1810/Regular	N3
CDR	Audrey Adams	1810/Regular	N5
CDR	Alissa Clawson	1820/Regular	N6
CDR	James Brown	1820/Regular	OCA
CDR	Robert Clarady	1820/Regular	OCA
CDR	Mark Boggis	1810/Regular	FCC CMF PACIFIC
CDR	Omar Sanchez	1820/Regular	FCC CMF PACIFIC
CDR	Danyelle Low	1810/Approved	N3
CDR	Danielle Higson	2500/Regular	N00J
CDR	Corey Turner	1110/Regular	N5 (NOB)
CDR	Robert Sproat	1800/Regular	N3 (NOB)

b. External Commanders (Commander will debrief):

<u>Rank</u>	<u>Name</u>	<u>Desig/Status</u>	<u>Command</u>
CDR	Joel Yates	1810/Regular	NIOC YOKOSUKA
CDR	Timothy McGeehan	1800/Regular	NIOC WHIDBEY ISLAND
CDR	Michael Herlands	1810/Regular	NIOC COLORADO
CDR	Joshua Sanders	1810/Regular	NIOC BAHRAIN
CDR	Paul Lashmet	1810/Regular	NIOC PENSACOLA
CDR	Jason Parish	1820/Regular	NCTS HAMPTON ROADS
CDR	Corderovila, Jesus	1820/Regular	NCTS SICILY
CDR	Christina Hicks	1820/Regular	NCTS GUAM
CDR	Kelvin McGhee	1820/Regular	NCTS SAN DIEGO

FITREP Checklist

When submitting FITREP packages to FLTCYBERCOM/TENTHFLT Administration, the following items **must** be included:

All inputs are to be electronically submitted in NAVFIT format. Ensure all items are included in the electronic submission package and forward to Admin at FCC C10F NSA/N00 ADMIN@navy.mil.

- _____ Member's input
 - _____ Operational Supervisor's input (if required)
 - _____ PRIMS printout (last two BCA and PFA scores)
 - _____ If member is "transferring," include a copy of Transfer orders.
 - _____ Copy of any awards, certificates and other supporting documentation (for the period of report)
 - _____ If the member has an "approved" Fleet Reserve/ Retirement date, ensure documentation of the date is included in the package.
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